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THE INDUSTRIAL COLLEGE OF THE ARMED FORCES

1924 - 1949

TWENTY-FIFTH
ANNIVERSARY



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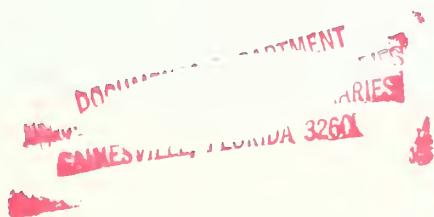


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TWENTY-FIFTH ANNIVERSARY

25 FEBRUARY 1949





Major General Arthur W. Vanaman, USAF

FOREWORD

On 25 February 1924, the Industrial College of the Armed Forces (then designated the Army Industrial College) was established. At the time of its establishment, American experience in economic mobilization was confined to the World War I activities of the War Industries Board and the Staff Studies of the Planning Branch in the Office of the Assistant Secretary of War. At this time, forage was a principal item of supply, and spurs, animal gas masks, and steel wagon tires were regular T/E items. Although the Industrial College is young in terms of its sister service schools, and a mere infant compared with many of the civilian colleges and universities, it has seen changes in the material of war which make the items just mentioned seem to belong to another age.

From the fumbling activities of the war production programs of World War I to the tremendous volume of supplies which made America the "Arsenal of Democracy" in World War II, a pattern in constructive economic mobilization thinking has been established in the United States which forms a sturdy pillar in our national defense. The Industrial College does not pretend to claim credit for this evolution in national mobilization thinking, but it does feel that, in its modest way, it has contributed to the dissemination of that thinking throughout the Armed Services and has provided a forum in which officer, Government official, industrialist, scientist, and educator could freely express their opinions and exchange ideas. It is to be hoped that this account of 25 years' effort to fulfill a mission will be of interest to the graduates and friends of the Industrial College and to those who feel that the defense of the United States must rest on the intelligent application of the human and economic resources of the Nation to its military needs.

Many years ago a group of farsighted officers and civilians, in selecting a motto for the Industrial College, chose *Industria et Defensio Inseparabiles*. Nothing in the past quarter century has diminished the truth of this phrase.

ARTHUR W. VANAMAN
Major General, USAF
Commandant



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Class of February—June 1924

BRIEF HISTORY

In 1919, the United States turned from the immediate business of war, demobilized its military forces, took down the patriotic posters from the billboards, and turned to the tasks of peace and "normalcy." However, the subject of World War I and our participation in that great conflict retained the active interest of the majority of the people. At first there was a general feeling of complacency about the manner in which we "won the war," and an inclination to accept the victory as one more evidence of the superiority of American political, social, and industrial institutions over those of the less enlightened peoples of Western Europe.

This period of complacency did not last. As the demobilized soldiers returned to their homes, their tales of the lack of virtually all types of equipment, of the poor quality of much of what was available, and of the general bungling and inefficiency throughout the whole process of supply led to an undercurrent of criticism which soon was felt throughout the Nation. This criticism was focused and greatly intensified by the press of the country, which, finding itself faced with an unfortunate dearth of front-page news in the post-war years, turned with true journalistic fervor to the uncovering of the seamier aspects of our national defense effort. The great traditions of sensational journalism, characteristic of this country, led to a terrific wave of "debunking" activities by the press, and soon no aspect of our participation in World War I was without its organized and effective detractors.

It was entirely natural that a large share of the weight of this criticism fell upon the material-supply side of the war. The criticisms of the returned soldiers found a naturally sympathetic audience and the facts of our industrial shortcomings

were more readily available to the seekers for truth and scandal than almost any other aspect of our conduct of the war. As the facts of our industrial failures became increasingly evident, the people, shocked by the realization that their war-nurtured acceptance of the supremacy of American industrial might was based more upon propaganda than fact, turned on the Government and demanded full investigation and effective action to prevent any repetition of the situation.

The impressive, although inaccurate, remarks of Field Marshal von Hindenburg were forgotten and the more realistic statement of Mr. David Lloyd George—

There were no braver or more fearless men in any Army, but the organization at home and behind the lines was not worthy of the reputation which American businessmen have deservedly won for smartness, promptitude and efficiency,

rose in public favor. Once the outcry was started it was easy to find other strong support for the belief that our supply effort had been something less than inspired. General Pershing's, "It seems strange that with American genius for manufacturing from iron and steel, we should find ourselves after a year and a half of war almost without these mechanical contrivances which had exercised such a great influence on the Western Front in reducing infantry losses," was disinterred from the obscurity of the War Department files and spread on the front pages of the newspapers.

In answer to the widespread demand for action, Congress started a general investigation of the conduct of the war. The facts involved were surprising only in that the degree of American ineffectiveness in the field of supply was greater than had been realized. There is no necessity to rehearse the well-known facts of our inability to

produce in time reasonable quantities of ordnance, tanks, aircraft, or other major military items. It is significant that many of the best informed Americans, both within and outside the Armed Forces, were, as early as 1919, fully aware not only of our shortcomings in military production but of logical means for their correction in the event of a future emergency.

Napoleon has said, "Ask me for anything but time." This theme was emphasized again and again by the men who had been responsible for our World War I production and military efforts. Howard E. Coffin, head of the Munitions and Manufacturing Committee of the Advisory Commission of the Council of National Defense, has stated:

Time is perhaps the one vital element that no nation can buy. The appropriation of hundreds of millions of dollars will not save a day or a week or a month of time. This was an outstanding lesson we should have learned in connection with our entry in the World War.

Mr. Coffin went on to point out that time, so costly in war, can be bought during years of peace for a very small price. Every dollar invested in research, training, and planning will be returned a millionfold when the guns begin. Other experts, including Daniel Willard, Frank A. Scott, Elbert H. Gary, and Bernard M. Baruch, added the weight of their testimony, urging that a firm framework for national defense be established at once, and that this framework include full recognition of the importance of the economic bases for war and the provision of an adequate machinery for economic as well as strategic and tactical advance planning.

In its revision of the National Defense Act of 4 June 1920, the Congress made detailed provisions for the organization of the National Armies, the National Guard, and the Organized Reserves. In addition, the act made specific provision for the lodgment of supervision for the procurement of military supplies in the Office of the Assistant Secretary of War. The Assistant Secretary was charged also with the assurance of adequate provi-

sion for the mobilization of material and industrial organizations essential to wartime needs.

As early as the closing months of 1920, the Assistant Secretary of War undertook to carry out the planning mission established by the National Defense Act. The work was strongly supported by Secretary Newton D. Baker, who already had conceived the idea of organized training for industrial preparation for war, having stated in testimony before the House Committee on Military Affairs in 1920:

We hoped to have Belvoir . . . for maintaining a school of industrial conditions . . . so that there would be in the country a school for a special line of industrial knowledge tied up to the Army in which the possibility of expansion and conversion of business into the Army might be studied out in advance of any emergency. That is exactly what I think ought to be done.

Assistant Secretary of War Jonathan M. Wainwright was in full agreement with his chief, and when he considered the organization of the Office of the Assistant Secretary of War, on 28 March 1921, he had the definite intention of creating an organization for training in the industrial aspects of modern war. Mr. Wainwright consulted many prominent civilians and members of the military and approached the leading trade organizations and professional societies for suggestions as to the best method of providing this training. Bernard Baruch already had stated, "I should like to have a little school, or something of the kind. I would make it as live a thing as I could."

The Assistant Secretary decided that, while the funds of the War Department did not permit the formal establishment of a school, effective training in industrial mobilization could be provided through the operating organization of his office. Naming Col. Harley B. Ferguson, CE, as his executive officer, he established a series of Procurement Planning Sections in the Office of the Assistant Secretary of War, in May 1921. The sections were combined into the Planning Branch, in October 1921. The creation of the Planning Branch provided a mechanism suitable to the needs for planning. Colonel Ferguson selected eight officers of



Colonel Harley B. Ferguson, CE

this Branch and assigned to each the task of studying one major phase of industrial preparedness. The records of the Council of National Defense and of the War Industries Board had been transferred by Executive order to the Office of the Assistant Secretary of War, and these records provided excellent basic material for the newly organized studies. Colonel Ferguson intended that the designated officers were to spend from two to three years in the close study of their assigned areas, perfecting themselves in the major phases of industrial mobilization. Then, other officers assigned to the Planning Branch were to be assigned as assistants to those pioneer officers, learning from them at firsthand the business of industrial mobilization.

Thus, more or less by inadvertence, a faculty and a school evolved within the operating office of the Assistant Secretary. The "subjects" studied included raw materials, labor, power, transportation, manufacturing facilities, price controls, priorities, conservation, and the procurement of end items.

Other studies dealt with natural resources, strategic and other important commodities, and the possibilities of stockpiling. In addition, the Planning Branch familiarized itself with the measures being taken by the several supply branches of the Army to train their officers for procurement duty.

While this system of "apprenticeship training" rendered useful service and marked a new phase of the study of the art of war, its shortcomings were apparent to all concerned. In the first place, the number of officers who could be trained under such a system was completely inadequate. The necessity for self-instruction imposed handicaps on even the most able student officers, and the functioning of the whole arrangement as an integral part of the Planning Branch led to constant conflict between the study functions of the officers and their regular operational duties.

When Dwight F. Davis succeeded Mr. Wainwright in March 1923, he at once realized that a more productive system of officer training would be of great benefit to his office. He felt that both qualitative and quantitative factors were essential to the preparation of sound mobilization plans and to the routine procurement operations of the Army and, accordingly, turned his attention to the whole problem of industrial mobilization training. Mr. Davis felt that a large number of both Regular and Reserve officers should be trained in basic and advanced procurement operations and in industrial mobilization planning. He, therefore, directed the Planning Branch to prepare an "Orientation Course of Reading" for Regular officers and "Instructions for Reserve Officers as to Procurement Plans." He further directed each supply branch to prepare a "Procurement Manual" to be used in the instruction of Reserve officers. Mr. Davis formed a series of military committees on commodities, naming to membership officers who had served on similar committees under the War Industries Board. It will thus be seen that the process of evolution was preparing the way for an institution dedicated to the organized study of industrial mobilization and procurement planning.

At the same time Maj. James H. Burns and Maj. Sidney P. Spalding, of the Ordnance Department, became interested in the problems of wartime procurement, the need for some practical form of industrial mobilization planning, and for officers trained to carry out the first phase of industrial mobilization. They considered that the Ordnance Department and the Assistant Secretary of War should establish schools for this purpose, and directed a recommendation to this effect to Maj. Robert H. Somers in the Office of the Chief of Ordnance. Gen. C. C. Williams, Chief of Ordnance, approved of the plan and established a committee composed of Maj. Charles T. Harris, Maj. R. H. Somers, and Maj. J. H. Burns.

In the meantime Colonel Ferguson had interested Secretary Weeks in his embryonic school. Mr. Weeks personally observed the instruction, read many of the papers, and examined available documents and materials. From his conversations with the students, Mr. Weeks realized that the ability of the apprenticeship system to produce trained officers was entirely inadequate for the needs of the Department. When Colonel Ferguson stated that there should be trained at least 40 officers annually for procurement and industrial mobilization, and that 10 times that number of Reserve officers should receive some instruction in this field each year, Mr. Weeks naturally asked, "How are you going to get these men?" Colonel Ferguson stated, "We would like to start a regular place to train them." Secretary Weeks said, "All right," and the Industrial College was on its way to reality. Colonel Ferguson, Major Burns, and General Williams presented to Mr. Davis a plan for a school devoted to industrial mobilization and procurement planning. The next day Mr. Davis laid the plan before Secretary Weeks, who promptly approved it and ordered that steps be taken to start such a college.

The plans, however, had not matured sufficiently to permit the immediate creation of a complete school. In the absence of any definite arrangement, a series of measures were suggested by officers interested in the project. A special course at

the Army War College was instituted. This course continued for several years. Other proposals were that courses be established at Harvard University, the University of Chicago, and the Babson Institute. The Navy Department had already established the practice of sending officers to attend the 2-year course of the Harvard Graduate School of Business Administration. As early as 1921, Secretary Weeks had proposed to detail Army officers to attend the same course. In 1923, it was decided to send eight officers from the supply branches to Harvard, beginning 1 February 1924, to be trained in business methods. This decision was based on two motives. The first was to train supply officers in sound business methods for service in the various procurement offices. The second was to instruct the officers in pedagogic methods so that they in turn might become faculty members in a proposed Army school of business administration adapted from that of Harvard. In view of this utilization of the facilities of Harvard University, it was decided to omit details of business administration from the curriculum of the proposed new Army school and shorten its course of instruction accordingly.

On 21 February 1924, the Army Industrial College opened its first course of instruction. Formal establishment was made under General Order No. 7, 25 February 1924. The opening of the College was attended by both the Secretary and Assistant Secretary of War and received favorable notice from industry. The press, however, paid little attention to the event. Mr. Davis felt that the College was a most important element in our national defense, stating that only graduates of the Army War College and the Army Industrial College should be eligible to become general officers. Mr. Davis said that of all his official acts as Assistant Secretary of War and Secretary of War none ranked in importance with the establishment of the Industrial College.

Unfortunately, the enthusiasm of Mr. Davis and his immediate associates was not shared by the rest of the Military Establishment. It is, of course, traditional that new Army schools are re-

garded with misgivings by many in the service. One staff member of the Industrial College reported that Army opposition was "tremendous." In any event, it took a year to induce the *Army Register* to list graduates of the institution. Undoubtedly much of the antagonism toward the Industrial College was rooted in the fear that assignment to the school might lead to loss of opportunity for command in time of war, with corresponding loss of recognition and reward, and would earmark graduates for tedious and inglorious assignments. As time went on this feeling lessened. Secretary Johnson stated to the graduating class of 1940, "In my humble opinion, of all the colleges conducted by the Army, the most important now is the Industrial College."

The first class at the Army Industrial College was composed of nine officers selected from the Air Service, Quartermaster Corps, Medical Corps, Signal Corps, Ordnance Department, Corps of Engineers, and Chemical Warfare Service. Since no preliminary work had been done in the matter of specific curricular preparation, the class represented an experiment in instruction as well as in the study of industrial mobilization and procurement planning. Colonel Ferguson was obliged to develop his program as the school went along, supplementing his own extensive knowledge of the major problems of procurement and industrial mobilization with the thinking of a number of officers and civilians familiar with these aspects of World War I. Within the very modest limits possible, Colonel Ferguson based his plan of instruction on the case system. Definite problems in the fields relating to industrial mobilization were drawn up and presented to the students, together with lists of bibliographical and reference materials. The students were required to prepare written solutions to these case problems. It is noteworthy that, at the end of the First Course, Colonel Ferguson was able to state, "This method is believed to be fairly sound and will be continued in the future work of the College." Apparently Colonel Ferguson's prophetic powers were excellent, since the current *Catalog* (1948-49) of the

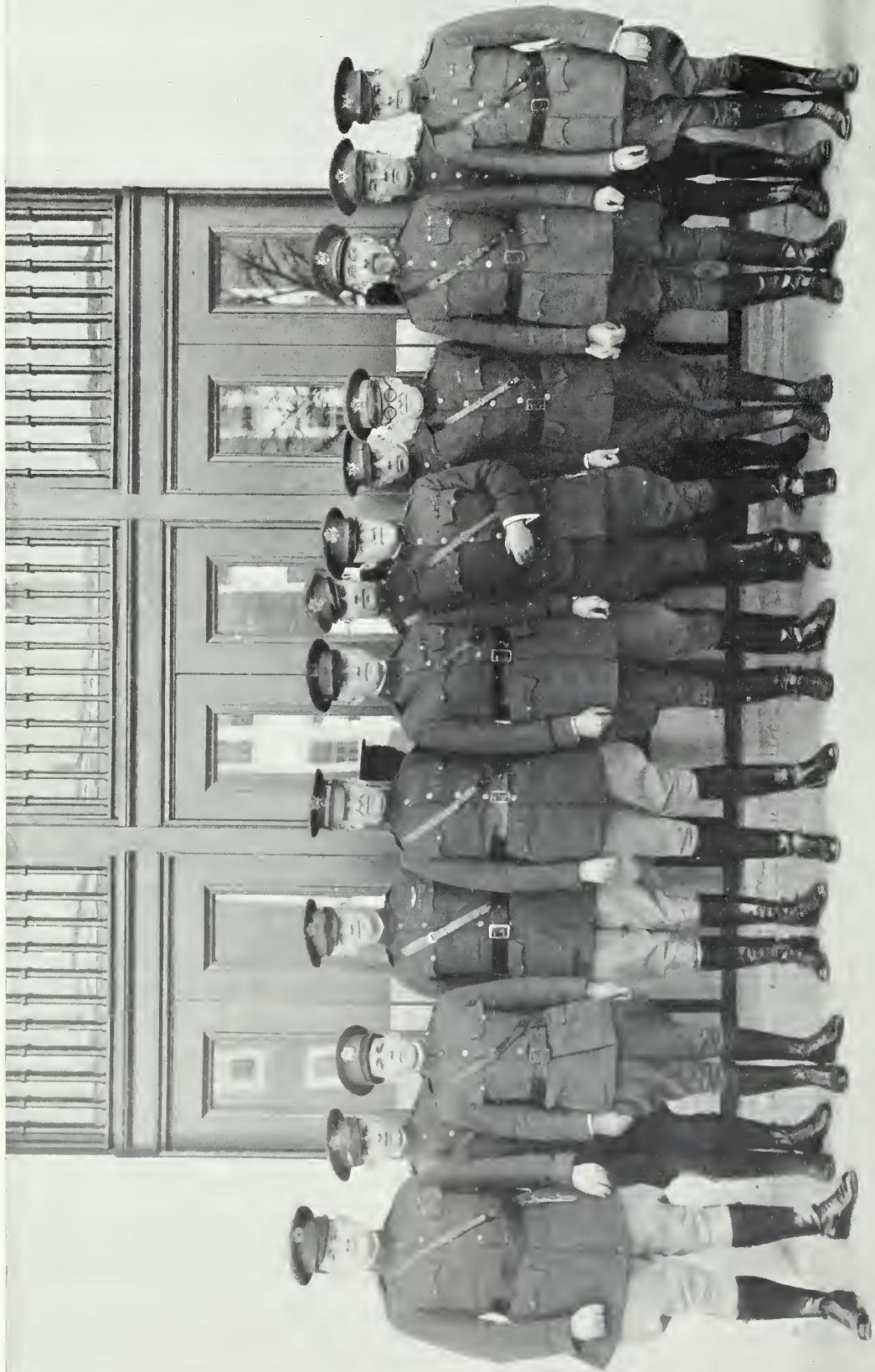
Industrial College states, "Specific case problems are assigned either to student committees or to individual students for exploration."

The major problems considered by the students in this pioneer class included "Price Control," "The Nitrogen Problem of the United States," "Power Problems During the World War," "Some Aspects of the Labor Problem During the World War," "Balanced Production," "Hides, Leather, and Leather Goods," and "The War Industries Board." To support the work of Colonel Ferguson, Col. E. S. Walton, QMC, Col. I. L. Hunt, QMC, Lt. Col. J. D. Fife, MC, and Maj. C. R. Pettis, CE, served as part-time instructors and lecturers in the College. It is an interesting indication of the "learn by doing" concept back of the Industrial College that these four officers were awarded certificates of graduation, by special authority of the Acting Secretary of War, as evidence of their having completed work equivalent to the course.

Among the visiting lecturers to the First Course were Mr. R. S. Brookings, former Chairman of the Price Fixing Committee of the War Industries Board, Maj. J. H. Burns, Ordnance Department, one of the "fathers" of the College, Mr. Frederick Darlington, Mr. Samuel J. Gompers, Mr. Albert M. Kinsley, Mr. C. F. C. Stout, and Mr. L. L. Summers. The First Course was completed in June 1924, Secretary Davis delivering the principal address at the graduation exercises. Mr. Davis stressed the need for careful and orderly study of the problems relating to industrial mobilization, directing attention to capital, facilities and equipment, raw materials, power, labor, traffic, and merchandising. His statement in reference to the College is interesting:

The Army Industrial College has an important part to play in connection with the industrial side of the War Department in time of war, just as our service schools are developing officers for General Staff duties and tactical command, so this School was created by the Secretary of War for the purpose of instructing officers of the procurement branches in the higher duties of their profession in connection with the procurement of supplies in time of war. Every staff officer of a supply branch with troops

Class of January 1925



operating in the field must be conversant with the manifold difficulties of production in order that he may know that, if he does not forecast his requirements in time to insure delivery when needed, requisitions are useless. As the College grows in numbers and develops increased efficiency in its curriculum and methods of instruction, it will probably become necessary to extend the length of the course and provide it with a faculty whose whole time can be devoted to instruction.

The desire of Mr. Davis to extend the course was strongly supported by Colonel Ferguson, who urged that the length of the course be increased to a full year.

The Second Course of the Army Industrial College opened on 2 September 1924 to a student body increased to 13 officers. A representative of the Finance Department joined the students from the services participating in the initial course. The case method was again utilized, but it was discovered that the increasing number of problems made it impossible to assign each problem to each student. Therefore, the problems were assigned to groups of students on an informal basis, establishing a precedent for the committee-subcommittee system still in use at the College. In addition to individual and group work by the students, the Second Course introduced conferences, held at the conclusion of each problem and attended by the entire faculty and student body. These conferences were characterized by free discussion, all present being encouraged to express their views without reference to rank, official policy or precedent. The Director pointed out that this free and frank interchange of ideas would tend toward interservice understanding and the harmonizing of procurement practices in all branches.

In addition to the 28 case problems, 29 lectures and conferences were held at the College, the speakers including outstanding figures from the services, the Federal Government, industry, and education. This course saw the introduction of student critiques and comments on the College, a practice which has continued to the present day. In general, the students expressed approval of the College and its program, urging that the course

be expanded in subject matter and extended in time to permit at least a full academic year of attendance for student officers. Some students commented on the undue length of the conferences, a comment which has persisted in unchanged form through the years.

When the Second Course was completed, Colonel Ferguson was able to say that in his opinion the birth pains were past and the new institution could look forward to a career of practical service.

As the result of the demonstrated need for additional faculty members, the College opened its Third Course with a staff increased to three officers, consisting of Col. H. B. Ferguson, CE, director; Lt. Col. G. E. Kumpe, Sig. C, assistant director; and Maj. R. H. Somers, Ordnance Department, executive officer. The incoming class numbered 25 officers, and for the first time a Navy contingent, including one Marine Corps officer, joined the student body. All Technical Services were now represented in the student body. The program of case problems was modified to meet needs which had not been apparent earlier, increased emphasis being given to orientation, finance, budgetary control and accounting, and specifications for matériel. The program of lectures became more elaborate, both faculty members and visiting lecturers being employed to present subjects related to the basic cases.

An innovation in the Third Course was the introduction of a "War Game" which occupied the last week of instruction, and was designed to consolidate the problems considered during the course and to bring home vividly to the minds of the students the great importance of industrial mobilization in war planning. Again student critiques were requested and it was noted that most of the students stated that they lacked adequate advanced preparation for the College. To meet this deficiency it was planned to develop a more detailed and extensive orientation course. The Third Course also saw the committee system, informally recognized in the preceding course, resolved into a regular arrangement, with the student body being divided into committees and sub-

committees for work in connection with the various problems. The need for exercise, recreation, and athletics was taken up, and it was decided to schedule intramural softball and tennis, and to arrange facilities for golf.

At the graduation exercises for the third class, certificates of appointment as Honorary Advisers were awarded to a group of men, outstanding in their contribution to national defense through industrial preparedness, including—

Bernard M. Baruch	Walter S. Gifford
Robert S. Brookings	William Green
John J. Carty	Alexander Legge
Benedict Crowell	Franklin H. Martin
Charles G. Dawes	Frank A. Scott
Samuel M. Felton	Guy E. Tripp
Elbert H. Gary	Daniel Willard

It was announced that the course of instruction at the College would be lengthened to a full academic year beginning in September 1926.

The 1926-27 Course of the College was attended by 35 regular students. The staff was assisted by Maj. H. L. Rice, Ordnance Department, Maj. T. B. Larkin, CE, and Capt. W. F. Vander Hyden, Ordnance Department. The use of student committees was increased, although an effort was made to provide individual problems for each student. The number of lectures was increased and the increased length of the course permitted the introduction of field trips, in which the students visited industrial plants and central power stations in the Washington and Pittsburgh areas. Increased attention to the over-all problems of industrial mobilization was made possible by a series of conferences with staff members of the Harvard Graduate School of Business Administration and the assignment of a group from that institution to the Industrial College. The effect of the College's work was beginning to be felt throughout the War Department, *The Annual Report of The Secretary of War* for 1927 stating that of the 91 graduates, 44 were engaged in some form of procurement or procurement planning, and that 30 percent of all officers in the procurement planning



Colonel William P. Wooten, CE

field were graduates of the College. Curriculum planning at the College was improved and formalized, the first regular curriculum appearing in this course.

The 1927-28 Class was composed of 36 officers. The committee system was further developed, efforts being made to provide for the production of reports which would form useful contributions to military thought on the problems considered. The program of field trips was extended, and a visit to the Aberdeen Proving Ground was included in the schedule. Oral presentations by student officers were emphasized, an effort being made to improve the speaking ability of the students and to develop good practices in oral presentation. Visual education aids appeared during this year, lantern slides being the first device employed. A program was initiated to provide a more effective library, and an improved conference room was obtained. Colonel Ferguson was succeeded as Director by Col. W. P. Wooten, CE.

The 1928-29 academic year was marked by an



Colonel Irving J. Carr, Sig. C

increase in the staff to nine officers, of which five were on a part-time basis. Several modifications in the curriculum appeared. Special instruction of the students in their respective branches was provided, permitting the students to obtain first-hand knowledge of the procurement activities of their branches and preparing them for the over-all procurement instruction given by the College staff. This preliminary instruction was supplemented by a further study period of 18 days in the several supply branches where student officers were indoctrinated in the methods employed in the Washington and field offices of the supply branches. The general plan of instruction established in the opening years of the College was followed, but increasing emphasis was laid on the importance of lectures, additional time being allocated for this purpose. The use of motion pictures for instructional purposes was introduced, films prepared by the Department of Commerce, the Department of Agriculture, the Harvard Graduate School of Business Administration, and various industrial estab-

lishments being presented. In all, 32 film subjects were used during the course. The inspection trips to industrial plants, which have become an annual feature of the course, were increased in number and scope, the cooperation of the industrial establishments visited in preparing special programs of instruction, forming a valuable part of the program. Closer liaison with the Army War College was sought, with intercollege lectures and conferences being scheduled. This year saw the first appearance of line officers of the Army in the student body.

Under its new Director, Colonel Irving J. Carr, Sig. C, the College opened its 1929-1930 Course with an expanded orientation program, including instruction in report writing. A general consideration of war procurement was now undertaken, lecturers from both military and public life presenting various aspects of the matter. The use of visual training aids was continued and the increase in the emphasis on lectures by visiting experts continued. Closer coordination with the supply branches was sought, instruction being planned to permit student officers to receive practical experience in the Washington offices of these branches.

In the course of the year some discussion arose as to the practicability of extending the activities of the College to include instruction in the more routine aspects of procurement and supply activities. This was opposed by the College faculty on the ground that the College should continue to be conducted as a postgraduate school and "as an institution of research," and that the introduction of the new courses would endanger its position in the Army educational system. The efforts for closer relations with the Army War College began to bear fruit, Industrial College students attending several of the lectures presented at the older institution. The desire was expressed that means be explored to establish effective liaison with industry, on the theory that final effectiveness of plans for industrial mobilization and war procurement could be obtained only through the cooperation and participation of industry itself. A suggestion



Colonel William A. McCain, QMC

that the course of instruction be extended to two academic years was rejected for reasons of economy. This year saw the beginning of active participation by the Industrial College in actual industrial mobilization planning.

Lt. Col. William A. McCain, QMC, was named Director at the outset of the 1930-31 Course. Lt. Comdr. Morton L. Ring (SC) USN, was named as an instructor. This was the first participation of the Navy in the staff of the Industrial College. The growing importance of the Industrial College was evident in its increased student body, 46 officers entering the class. The curriculum of the College was expanded to include problems of "Economics" and "The Fundamentals of Business." The average officer was not considered sufficiently familiar with these subjects to permit use of the case method so preceptorial instruction was provided for these two problems. Instructors who had graduated from the Harvard Graduate School of Business Administration were designated to present the problems, and emphasis was

laid on class instruction in the basic theories involved.

New standards were established for the selection of student officers by the War Department, providing for selection on a strict basis of individual efficiency, requiring a minimum rating of "Excellent" for candidates. The Navy Department increased by one the Army quota of students at the Naval War College, with the provision that the additional officer be selected from among the graduates of the Industrial College. This naval recognition was highly appreciated by the student body. In summarizing the year's work at the College, Colonel McCain noted that its quarters were far from satisfactory and recommended that provision be made for suitable housing. This request, in various forms, was to become characteristic of all *Annual Reports* of the College down to 1946, when the school was moved to its present location.

In the academic year opening in September 1931, the Navy and Marine Corps contingent was increased to 10 officers. This interest of the Navy in the work of the College was further emphasized by the active assistance of the Navy bureaus and offices in the actual day-to-day work of the class. Senior Navy officers acted as consultants and instructors and Navy Department facilities were placed at the disposal of the College whenever they could be of assistance. The program of instruction was expanded by the inclusion of special problems relating to economic factors affecting the political and military potentials of the major world powers. This study of foreign economic potential marked the beginning of what was to be one of the most rewarding phases of the work of the College, and the inauguration of a long-term program of student and faculty research which still characterizes the development of Industrial College instruction.

Case problems were revised to permit specific investigations into current business economics, and an analysis of the "business cycle" and cyclical variations in industrial production were added to the course. The student officers were introduced to the operation of balance sheets and operating

statements, and were assigned specific exercises in these fields. A new course section devoted to "Statistics" was added to the curriculum, the work being related to actual statistical requirements of the Planning Branch and the supply branches. The "Procurement War Game" for this year was based upon the General Mobilization Plan of 1928, and the Industrial Mobilization Plan, analyzing the specific problems of the continuing phases of economic mobilization.

In September 1932, the Industrial College opened its annual course with a staff increase to six full-time instructors. For the first time, an officer was placed in charge of the library. In addition, seven part-time instructors and consultants served with the College. The student body showed a Navy and Marine Corps contingent amounting to over one-quarter of the total enrollment. The course of instruction laid increasing emphasis on the fundamentals of business and economic resources for war. Course outlines became increasingly detailed and the regular conferences were expanded, with more frequent participation by governmental agencies and industry. Navy Department interest in the instruction was evidenced in the increasing number of specific references to Navy procurement and supply problems in the course directives. Increasing liaison with trade and industrial associations supplemented direct approach to individual industrial establishments. Attendance at Army War College lectures became increasingly evident in the schedule of activities.

Again, in 1933, the staff was increased by the addition of another instructor. The increase in the student body, which had been gradual for most of the period after the establishment of the College, was accelerated, the 1933-34 class including 57 officers, of whom 13 were from the Navy and Marine Corps. Increasing technical assistance to the College was rendered by the Technical Services, expert consultants, and other specialist aides being regularly supplied to the various sections of the course. Visual training aids, including motion-picture films, became a regular part of the



Colonel Harry B. Jordan, Ordnance Department

curriculum. In the presentation of committee reports on assigned problems, emphasis was laid on the individual opinions of the officers comprising the committees, and every effort was made to secure frank and open discussion of each problem by all students of the College.

On 4 September 1934, Col. Harry B. Jordan, Ordnance Department, who had relieved Colonel McCain as Director of the College, opened the regular course. The class of student officers showed an increasing representation from the combat arms, officers from the Cavalry, Coast Artillery Corps, and Infantry being in attendance. The well-established case method of instruction was continued, but the increasing size of the class, together with the desire to expand the emphasis on such business elements as economics, finance, banking, statistics, and industrial accounting made necessary increased use of the committee and subcommittee system, tending to reduce the number of individual studies. To offset the loss in individual responsibility made necessary by this

situation, the conference system was strengthened, round-table discussions becoming a most important part of the instructional program.

The emergency employment relief measures of the Federal Government, particularly the establishment of the Civilian Conservation Corps, provided the Army with both a major peacetime responsibility and an important opportunity to study at firsthand many of the aspects of manpower and economic mobilization on a scale quite impossible under normal Army operating conditions. Thousands of officers of all branches of the Army had extensive personal experience in the handling of men, installations, supplies, and works projects under the CCC program. The command echelons realized that this invaluable experience should be made the subject of careful analysis and related to the general problems of emergency mobilization. Accordingly, the Industrial College, together with its sister service institutions, made careful studies of the problems disclosed and solutions developed in the operation of the CCC program, preparing studies which were to prove most valuable in terms of later mobilization plans. Student officers of the Industrial College were enabled to familiarize themselves with many aspects of relatively large-scale procurement and distribution, and in the personnel management aspects of the camp system found operating situations against which they could apply their theoretical concepts.

In the academic year 1935-36 increasing emphasis was laid upon liaison with the Army War College, the commandant of that institution extending general permission to all students of the Industrial College to attend scheduled lectures at the War College. The increasing interest of the Navy Department was evident in the effective work of the two Navy officers assigned as instructors for this year. The inspections of selected industrial plants, which had become an annual feature of the course of instruction, were continued, an extended list of establishments being visited by the class members. In his report for the year, Colonel Jordan reiterated the long-standing request of the

College for additional instructor personnel, pointing out that the size of the staff made it impossible for the College to perform necessary research and that, therefore, the institution was in danger of falling behind in the effectiveness of its work.

Colonel Jordan's appeal for additional instructors was finally heard and the 1936-37 school year began with a staff of nine full time instructors. An effort was made to increase the liaison between the College and important industrial establishments related to national defense. In this connection, a series of interviews and conferences were arranged and it was felt that the program would benefit the Armed Forces in general. Student case problems relating to specific industries were designed to approach as closely as possible the practical level of procurement and operations analysis. A series of lectures on the European political situation was arranged, the panel of speakers including several prominent journalists and educators.

The opening of the 1937-38 academic year saw both Navy and Marine Corps representation on the faculty. The increasing political unrest in Europe was reflected in the intensification of Industrial College interest in the practical aspects of economic mobilization. The class devoted itself energetically to a study of the military potential of the major European and Asiatic powers, and prepared a series of projects relating to the capacity of American industry for war production in terms of the then current economic pattern. A special study on the relation of military activity to the national economy was prepared, and a series of observations on the current Mobilization Plan were passed along to the policy making levels of the Department.

Col. Francis H. Miles, Jr., Ordnance Department, succeeded Colonel Jordan at the beginning of the 1938-39 school year and was able to secure the services of a staff of 10 regularly assigned instructors, the largest faculty level attained by the College up to then. By this time, the threat of war in Europe was apparent to everyone and the course reflected to an increasing degree the effort made by the College to orient its instruction in



Colonel Francis H. Miles, Jr., Ordnance Department

terms of practical mobilization planning considerations. To expedite the fulfillment of the increasing academic requirements, air transportation was used in some of the field trips of the student officers. A practical characteristic of the instruction at the College revealed deficiencies in the basic training of many of the officers in fields relating to procurement, and special efforts were made to provide basic instruction in these fields concurrently with the regular course at the College.

Recommendations were made that the Technical Service schools should increase their emphasis on higher echelon procurement problems and techniques, and it was suggested also that action be taken to effect greater coordination between the services in the over-all field of procurement. The faculty felt that the student deficiencies cited above made evident the need for establishment of two separate courses at the College. The first, it was suggested, should be addressed to junior supply officers, concerning itself with business and busi-

ness conditions; the interrelationships between the services in procurement, the interrelationships between the services and business, and the controls needed to effect coordination between the services and departments in procurement. The second course was designed to be attended by graduates of the first course and to be limited to officers having at least 20 years of commissioned service and outstanding experience in command or staff assignments.

It was intended that this advanced course should be attended by an equal number of Army and Navy officers, and that the curriculum would deal with interdepartmental and intradepartmental relationships, the control of the national economy in war, the strategy of economic pressure in war, the maintenance and advance of industrial activity in war, and the return of the Nation to normalcy after war. It was considered that the students in this course would devote themselves to the higher forms of research required to develop principles, controls, and procedures to be used in the above-named areas of study. Colonel Miles emphasized the fact that his instructional staff would not be adequate for the requirements of the proposed courses. He stated that the courses would entail much faculty research and that the staff would have to be increased in size so as to permit uninterrupted research by at least one-fourth of its entire membership. It was urged that action be taken to coordinate the work at the Technical Service schools with that at the Industrial College and the Army War College.

During the 1939-40 academic year the students of the Industrial College entered on their studies 2 weeks after the German invasion of Poland. With World War II a reality, the business of instruction was further accelerated and further directed into immediately productive channels. At the outset of the course each student officer was instructed to prepare a written report on the *Industrial Mobilization Plan, Revised, 1939*, analyzing its major features in terms of estimated effectiveness of the ways and means, existing and proposed, for secur-

ing adequate and timely mobilization of the Nation's resources for the support of a major war. The field trips of the student officers became geared to actual military production as plant after plant in the American industrial complex went into actual war work.

The regular course of instruction was radically altered and both faculty and student body were assigned to the preparation of extensive revisions of the annexes to the War Department Mobilization Plan. In addition, a series of studies relating to economic warfare and supplies of raw materials was made. The regular course was expedited, being terminated on 19 June 1940, and immediate preparations were made for the inauguration of a series of curtailed 4½-months' courses, the first opening 12 August 1940. The Navy Department requested an increased allotment for officer students, and was invited to assign 15 officers to this course. On the Army side, plans were made to provide 75 Reserve officers as students. The inauguration of the Short-Course Program increased the burden on the already shorthanded faculty, and Colonel Miles requested an immediate increase in the number of officer-instructors.

The first of the special courses, which opened on 12 August 1940, devoted its opening phase to an analysis of the *Industrial Mobilization Plan, Revised, 1939*. The pressure of time made it necessary materially to condense the normal case problem series, and conferences were used in some instances in place of the regular problems. Emphasis was placed on the practical aspects of procurement procedures established by the various Federal agencies, and on the laws and Executive orders relating to economic mobilization. The importance of the international situation made it desirable that the student officers be informed constantly of events elsewhere in the world and, accordingly, a new unit, the Economic Warfare Information Section, was created in the College. Later this section was transferred bodily to the Office of the Administrator of Export Control, by direction of the Secretary of War. On 16 November 1940, Colonel Miles was relieved as Comman-



Lieutenant Colonel John E. Lewis, FA

dant and Lt. Col. John E. Lewis, FA, designated as his successor.

The increasing demand for officers trained in procurement and economic mobilization led to a further acceleration in the tempo of the Industrial College. It was decided that a series of short courses, of 4-months' duration, should be established. The first of these courses opened on 2 January 1941. To permit the concentrated instruction necessary under the circumstances, the staff of the College was increased to 16 officer-instructors. Shortly after the opening of the course, Colonel Lewis was relieved and, in an excellent example of Army-Navy cooperation, Col. Frank Whitehead, USMC, was assigned to duty as Commandant. Thus, while the College still continued as an Army school, the general service aspect, characteristic of its activities since its first course, was given official emphasis by this act. That a highest-level Army school should operate under a Marine Corps officer was certainly a complete expression of interservice cooperation. The short course was



Colonel Frank Whitehead, USMC

modified constantly to meet the changing necessities of our emergency industrial mobilization activities, and instruction soon entered on a day-to-day basis.

On 7 April 1941, the second short course opened, Colonel Whitehead being forced to carry on his mission with a staff reduced to 13 officers. An increasing proportion of the staff members were Reserve officers. It is a tribute both to those men and the well-organized administration of the school that the level of instruction continued to be more than satisfactory, earning the praise of the Secretary and Under Secretary of War.

The third of the short courses opened on 7 July 1941, just 2 days after the conclusion of its predecessor. Colonel Whitehead constantly adjusted the curriculum, and the student officers prepared a series of studies at the request of various elements of the Armed Forces. The planning activities at the College became increasingly geared to actual operations in the War and Navy Departments,

student officers participating in many operating problems.

Short Course Number Four opened on 3 October 1941. In full realization of the fact that American involvement in the war might come at any moment, the instruction was conditioned by constant changes in both faculty and student personnel. A series of requests for assistance came from various military agencies. On 7 December 1941, the Japanese attack on Pearl Harbor made it imperative for the Armed Forces to put their maximum strength into active service, and plans were made for the prompt termination of the course. Graduation certificates were presented on 23 December 1941, and, on Christmas Eve, the College went into an inactive status to permit its faculty and civilian employees to enter on war duty.

In closing the Industrial College, it was determined that the library and the personnel necessary for its operation should be continued in active status but transferred to the Administrative Branch of the Office of the Under Secretary of War. Other personnel were assigned to duty in the Office of the Under Secretary.

For almost exactly 2 years the Industrial College remained in an inactive status. During this time the problem of war contracts had become increasingly confused and, at the same time, increasingly important in the prosecution of the war. It became clear that with the approach of the conclusion of hostilities there would be a tremendous task involved in the termination of contracts and the readjustment of the economy to peacetime operation. It was suggested that the Industrial College would be an effective agency for the training of military and civilian personnel in the duties relating to contract termination and renegotiation. Accordingly, on 28 December 1943, the College was reopened with Colonel Miles as Commandant, and a special course of instruction devoted to contract termination and renegotiation was developed. The first of these courses was inaugurated on 3 January 1944, and was attended by a class composed of both military personnel and representatives of



Brigadier General Donald Armstrong, USA

the major Federal wartime agencies. The course proved to be tremendously successful and the student enrollment increased at each presentation.

On 1 September 1944, Brig. Gen. Donald Armstrong was designated Commandant of the Industrial College.

In the series of contract termination and renegotiation courses, more than 4,700 students were trained in the College. There can be no doubt that this activity represents one of the most useful services rendered by the College in its history, the savings to the Government resulting from the work of the contract termination and renegotiation groups being beyond estimate. While these courses were in progress, plans got under way for the re-establishment of the regular course of instruction at the College. It was realized that the changed military and economic patterns resulting from World War II must be taken into consideration in the preparation of the new curriculum and organization. It was felt also that a thoroughgoing examination of the entire higher

educational system of the Army would be desirable.

Accordingly, on 27 November 1943, the War Department established a board to deal with the re-establishment of the Army Industrial College. This board, headed by Maj. Gen. Oliver P. Echols, made a detailed study of the entire problem of instruction in economic mobilization, procurement, and procurement planning. Its findings revealed that the Industrial College of the past had suffered from a lack of prestige within the War Department and the inability to convince those in high authority that its activities were essential to effective national defense planning. The board noted that throughout its existence the Industrial College had suffered from inadequate equipment and housing, and that in particular the lack of teaching and research personnel had proved detrimental to the fulfillment of its mission. It was considered that the student body had been too small to supply an adequate cadre of trained officers to the Armed Services. Accordingly, the Board recommended that provision be made for a greatly increased instructional staff, and a staff of specialist research workers, including both officers and civilian research specialists. A general statement was made to the effect that in some cases it probably would be desirable to replace officer personnel with civilians. General recommendations were made as to suitable levels of student enrollment on the basis of a 2-group training program, the total level being set at 425 members. It was recommended that the College be opened to qualified employees of the State Department, the Department of Commerce, the Treasury Department, Department of Labor, Department of Justice, Department of Agriculture, and other governmental agencies having missions relating to national defense. It was further suggested that in special cases private citizens might be accepted as students. Specific recommendations were made as to housing, the space allocations being on a far more generous scale than the College had ever known.

Although the recommendations of the Echols Board were not placed in full effect, the College

was assigned additional military personnel, and a nucleus of civilian professional specialists was established.

New quarters in The Pentagon provided approximately 30,000 square feet of floor space and the lecture and conference facilities of the College were of a type greatly superior to any known in the prewar days.

It was determined that the staff should first devote itself to an analysis of military experiences during World War II, on the assumption that the compilation of this material would prove a most useful asset not only to the instructional program of the College but also to the War and Navy Departments.

To provide an organized professional group to conduct the desired research, there was established, on 7 March 1944, the Department of Research. This Department, composed almost entirely of civilian professional employees, represented a radical departure from the characteristic organization of the College. Under the administration of Col. Walter H. E. Jaeger, JAGD, the Department of Research initiated a series of detailed research projects covering significant phases of the economic aspects of World War II.

Preparations went forward satisfactorily for the reopening of the basic instructional program of the College. On 12 December 1945, Capt. Joseph M. Worthington, USN, was designated Assistant Commandant. The development of instructional material progressed rapidly and, on 4 January 1946, an Interim Course was opened. It was considered that this course would provide an effective opportunity to obtain student officer reaction to the postwar problems of demobilization and, at the same time, afford valuable training for both the faculty and student body in the new aspects of national defense made evident by the experiences of World War II. It properly can be said that there were no students or faculty during this period. All members of the College—faculty, research specialists, staff officers, and students—learned and taught at the same time. The course was an amalgam of experience, bringing together the personal observa-

tions of scores of officers and civilians who had participated in virtually every phase of the military and economic sides of World War II. Factory, fox-hole, control agency, and distribution system all had their representatives in the College, and the discussions were "frank and free" to an extent never before attained in the College. In the free interplay of ideas and opinions, the College reached the goal for which it long had been striving, and the benefit to all concerned was very great.

General Armstrong, whose wide experience in dealing with the representatives of industry made him particularly familiar with the problems in liaison represented in economic mobilization, established a series of Industry Advisory Committees to strengthen the contacts between the College and the productive system of the Nation. These committees were composed of representatives from the highest brackets of industry, and their meetings at the College provided both the faculty and students with invaluable information as to industrial management, productive technology, scientific advances, and perhaps, most important of all, an insight into the thought patterns of the mind on the other side of the procurement doorway. At the same time, many prominent industrialists had a new aspect of the "military mind" revealed to them, and left the conferences perhaps a bit better disposed toward "high brass" than when they arrived. The proceedings of these Advisory Committee Seminars became one of the most important sources of student information available at the College, and were sought eagerly by other military and Federal organizations. The value of the Advisory Committee system of the College received recognition when the Army and Navy Munitions Board incorporated it into its own committee organization in 1947.

In September 1946, after an intensive period of preparation, the first regular postwar course of the Industrial College convened. The instructional staff, together with the Department of Research, included 66 officers and professional civilian experts. This increased strength made it possible to devise a curriculum far superior to anything

possible in the earlier years of the College's existence. In general, the instructional pattern of problem studies, committee and subcommittee work, the preparation of reports, and lectures was followed. The availability of scores of officers and civilians who had been responsible for the operation of the American war program during World War II made it possible to present a remarkably valuable lecture program, and the students were able to find out at firsthand the answers to their questions on virtually every phase of war production and economic mobilization. Student problems were supported by the active efforts of research specialists of the College staff. For the first time, the students were able to benefit by direct instruction in the technical aspects of industrial production, material supply, economic potential—both foreign and domestic—and Federal administrative organization.

Intense Navy Department interest had characterized the activities of the Industrial College from its very beginning. Navy officers had participated in the work of the College, both as students and instructors, from its earliest courses, and it has been mentioned already that Colonel Whitehead, of the Marine Corps, had served as Commandant immediately prior to the wartime closing of the College. In the postwar period there was conviction that the practical joint-service operation of the College should have official expression. Therefore, on 11 April 1946, the Under Secretary of War and the Assistant Secretary of the Navy entered into an agreement regarding joint departmental participation in the activities of the College. Public evidence of the agreement was made by an order of 26 April 1946, redesignating the College as "The Industrial College of the Armed Forces." Actually, the official redesignation and reorganization of the College did little more than sanction an established fact, and the work of the College continued smoothly along its joint-service course.

On 1 July 1946, General Armstrong was relieved and Brig. Gen. Edward B. McKinley was designated as Commandant.

A month later the Industrial College moved to



Brigadier General E. B. McKinley, USA

quarters located on the War College grounds. Thus, the two highest-level schools of the Military Establishment were brought into physical juxtaposition, facilitating the academic cooperation which long had characterized their programs. The new quarters provided far better physical facilities than the Industrial College had ever known, and it was possible to expand the seminar and conference programs sharply. In addition, close coordination between the lecture programs of the National War College and the Industrial College was established and as a result Industrial College students were enabled to attend approximately 75 percent of the lectures presented before the War College. The advantages of this arrangement to the students are obvious.

The 1946-47 class met in the new quarters and faced an entirely new curriculum. The improved facilities, coupled with the experience gained through the conduct of the Interim Course, made possible organization of the Department of Education along lines more closely related to the current

procurement and economic mobilization requirements of the Armed Forces. Increasing emphasis was placed upon the technological aspects of war and industrial production, and the organizational and administrative structure of the Government in times of emergency and war. Course sections devoted to these aspects of mobilization were introduced into the regular curriculum, and study problems and research along these lines were established.

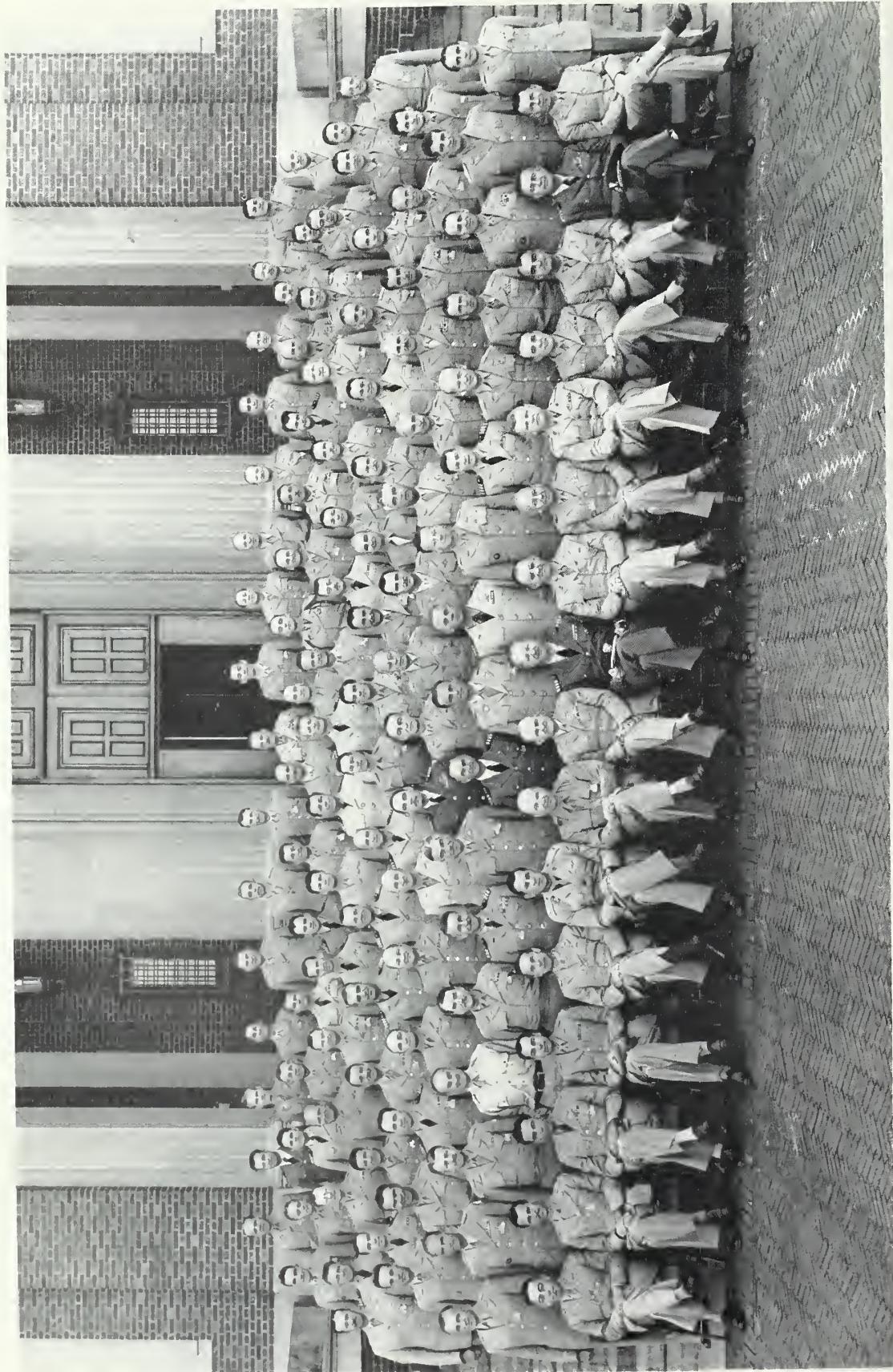
A detailed analysis of the program of instruction was established on a continuing basis, and conferences were arranged with specialists in the fields of education and pedagogy with the view of increasing the effectiveness of instruction at the Industrial College. The field trips for the student officers were re-established on a more extensive basis than had been the practice before World War II, visits being arranged to a wide variety of industrial installations in many of the major production centers of the United States. To provide more effective instruction during the field trips, the student body was broken down into small groups, each being assigned to an individual itinerary and accompanied by selected military and civilian instructors of the College. Officials of the establishments visited were more than cooperative in arranging special administrative instructional programs and carefully arranging facility tours for the student officers. In many cases, liaison between the College and facilities visited had been established through the medium of the Industry Advisory Committees. This fact did much to promote very cordial relations between the representatives of industry and the students. The additional recreational and athletic facilities available made possible a program of organized sports, and soon competition between the Industrial College and the National War College became a matter of important interest to the students and faculties of both institutions.

In May 1947, the College was reorganized in terms of experience gained during the postwar period. At this time the Department of Research was eliminated and the Department of Education

was organized into eight instructional branches. A new organization, the Reserve Instruction Branch, was added to the faculty. This branch was assigned the mission of presenting a condensed version of the Industrial College's Economic Mobilization Course to selected Reserve officers and civilians. The courses, each of 2-weeks' duration, were designed for presentation in the various major cities and industrial centers throughout the United States. After intensive preparation, the first of the new courses opened, in January 1948, in New Orleans. This initial series was presented in 6 States and graduated 224 Army officers, 285 Navy officers, 136 Air Force officers, and 476 executives, educators, and other prominent citizens.

In September 1947 the second regular course of the postwar period opened. The student body included 115 senior officers of all elements of the Armed Forces, the Air Forces participating on an equal basis with the Army and Navy, and supplying faculty and staff members as well as students. The course of instruction reflected the changes in the National Military Establishment brought about by the passage of the National Security Act of 1947. The students devoted themselves to reviewing economic mobilization planning in terms of the new organization of the Armed Services. The increasingly tense world situation was studied in terms of the mission of the College and a series of surveys reflecting international trends was instituted.

On 1 April 1948, General McKinley was relieved and Maj. Gen. Arthur W. Vanaman, USAF, was designated as Commandant. A further revision of the College structure was made, to take cognizance of the reorganized National Military Establishment, and the administrative echelon of the College was expanded to include Deputy Commandants for both the Army and the Navy, General Vanaman representing the Air Force. A Division of Plans and Administration was established and placed under a Deputy Commandant, while the Division of Education established the Office of Director of Instruction.



Class of September 1947–June 1948

On 3 September 1948, the Industrial College of the Armed Forces was reconstituted as a joint educational institution operating under the direction of the Joint Chiefs of Staff. Formal recognition of the status of the Industrial College as "being on the highest level of the educational field in the National Military Establishment," was accorded in the charter.

When the twenty-eighth class at the Industrial College was convened, it entered on a reorganized program of instruction designed to afford an effective introduction into the economic mobilization requirements of the present-day world. The spheres of technology and science which had received increasing emphasis in the postwar period were further expanded and an intensive course section in mobilization was scheduled.

On 25 February 1949, the Industrial College will mark the twenty-fifth anniversary of its establish-

ment. It has seen war and peace, and the great changes which the scientific and political revolutions of our own times have brought. Throughout the years the courses of instruction have remained essentially practical, flexible, and adapted to the special needs of the United States in its ever present necessity for economic mobilization planning. The complexities of the future may involve the most far-reaching changes in the Military Establishment and in the mechanisms of war, but so long as the American Nation relies for its security upon the mobilization of its civilian resources, human and industrial, the necessity for careful study by the Armed Forces of the means by which this mobilization can best be effected remains a basic responsibility. The Industrial College will continue to play its part in discharging that responsibility.

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Mr. M. S. Poluhoff	Lt. Col. T. R. Snyder, OD, USA
Commander C. E. Pond, USN	Maj. R. H. Somers, OD, USA
Commander F. T. Pritchard, USN	Col. J. F. Stamm, USMC
Maj. A. B. Quinton, Jr., OD, USA	Lt. Col. W. R. Stark, USAF
Col. F. A. Rains, AGD, USA	Lt. Col. A. J. Stevens, OD, USA
Dr. M. S. Reichley	Capt. H. W. Stover, USN
Lt. Col. A. L. Rhoades, SC, USA	Mr. J. W. Swaren
Maj. D. G. Rice, QMC, USA	Dr. P. E. Sweeney
Maj. H. L. Rice, OD, USA	Lt. Col. C. L. Sylvester, CMP, USA
Lt. Col. C. S. Ridley, CE, USA	Maj. Roger Taylor, OD, USA
Lt. Col. R. W. Riefkohl, QMC, USA	Lt. Col. T. R. Taylor, OD, USA
Lt. Comdr. M. L. Ring (SC), USN	Lt. Col. R. L. Temple, USAF
Capt. N. J. Roberts, JAGD, USA	Capt. E. B. Thornton, SC, USA
Lt. R. A. Roberts (SC), USN	Col. C. M. Trammell, JAGD, USA
Col. P. I. Robinson, MC, USA	Capt. R. G. Truitt, USAF
Col. S. O. L. Robinson, Inf, USA	Lt. S. W. Vaczi, USN
Capt. A. F. Rockwell, MI, USA	Maj. Gen. A. W. Vanaman, USAF
Maj. W. W. Rogers, USMC	Capt. W. F. Vander Hyden, OD, USA
Lt. Col. C. B. Ross, CAC, USA	Col. E. S. Walton, QMC, USA
Capt. W. D. Rowley, USN	Col. J. Van O. Weaver, USAF
Maj. H. K. Rutherford, OD, USA	Commander V. J. Wheeler (SC), USN
Col. J. D. Rutledge, Jr., USAF	Col. Frank Whitehead, USMC
Dr. F. W. Ryan	Maj. R. A. Whitmore, USAF
Rear Adm. L. S. Sabin, Jr., USN	Col. W. N. Wildrick, USAF
CWO E. J. Sands, USA	Dr. V. G. Wilhite
Lt. L. A. Savin, AGD, USA	Maj. G. Van B. Wilkes, CE, USA
Maj. J. M. Scammell, CMP, USA	Dr. B. H. Williams
Mr. R. J. Scovell	Lt. Col. D. W. Winfree, AC, USA
Lt. F. F. Scowden, QMC, USA	Col. W. P. Wooten, CE, USA
Commander G. C. Shepherd, USN	Maj. T. B. Worsley, AC, USA
CWO E. H. Shoemaker, Jr., USA	Capt. J. M. Worthington, USN
Dr. J. C. Shover	Maj. B. V. York, MI, USA
Lt. W. H. Slaton, USN	Maj. J. Y. York, AC, USA
Mr. B. L. Smith	Dr. H. B. Yoshpe
Dr. H. K. Snell	Capt. J. R. Younger, AC, USA

GRADUATING CLASS

FEBRUARY 1924 TO JUNE 1924

Maj. J. K. Clement, OD, USA	Maj. W. A. McCain, QMC, USA
Lt. Col. I. F. Fravel, AS, USA	Maj. R. H. Somers, OD, USA
Maj. S. W. French, MC, USA	Lt. H. O. Tunis, CE, USA
Lt. H. R. Lebkicher, CWS, USA	Maj. Lawrence Watts, SC, USA
Lt. Col. A. J. Lynch, QMC, USA	

GRADUATING CLASS

SEPTEMBER 1924 TO FEBRUARY 1925

Maj. H. H. Arnold, AS, USA	Maj. L. L. Hopwood, MC, USA
Lt. Col. W. G. Ball, QMC, USA	Maj. E. C. Kelton, CE, USA
Maj. W. A. Borden, OD, USA	Maj. J. W. Lyon, CWS, USA
Maj. C. L. Corbin, QMC, USA	Maj. Cherubusco Newton, FD, USA
Lt. Col. Robert Davis, SC, USA	Maj. R. R. Nix, OD, USA
Capt. W. S. Elliott, QMC, USA	Capt. Vennard Wilson, OD, USA
Capt. T. J. Hanley, AS, USA	

GRADUATING CLASS

FEBRUARY 1925 TO JUNE 1925

Lt. Col. W. C. Baker, CWS, USA	Capt. W. J. Henry, OD, USA
Maj. H. F. Cameron, CE, USA	Col. I. L. Hunt, QMC, USA
Commander D. C. Cather (MC), USN	Commander L. W. Jennings, Jr. (SC), USN
Maj. D. C. Cordiner, QMC, USA	Capt. E. E. MacMorland, OD, USA
Capt. J. R. Defrees, USN	Maj. R. L. Maxwell, OD, USA
Col. W. A. Dempsey, Qm-Res, USA	Maj. L. B. McAfee, MC, USA
Lt. Col. R. T. Ellis, QMC, USA	Maj. D. B. Netherwood, AS, USA
Lt. Col. J. D. Fife, MC, USA	Capt. S. E. Nortner, CE, USA
Maj. S. W. Fitzgerald, AS, USA	Maj. C. R. Pettis, CE, USA
Maj. J. L. Frink, QMC, USA	Maj. I. A. Rader, AS, USA
Maj. A. G. Gutensohn, SC, USA	Lt. Col. C. E. Reese, QMC, USA

Maj. R. W. Rieckohl, QMC, USA
Lt. H. W. Rowan, CWS, USA
Maj. C. A. Schimelfenig, OD, USA
Maj. Fred Seydel, CWS, USA

Capt. Elliot Snow (CC), USN
Lt. C. W. Steinmetz, AS, USA
Col. E. S. Walton, QMC, USA
Lt. Col. C. C. Whitcomb, MC, USA

GRADUATING CLASS SEPTEMBER 1925 TO JANUARY 1926

Lt. R. D. Biggs, AS, USA
Capt. J. H. B. Bogman, SC, USA
Lt. Col. F. H. Burton, QMC, USA
Col. I. J. Carr, SC, USA
Maj. W. L. Clay, OD, USA
Capt. W. H. Crom, AS, USA
Maj. A. J. Davis, QMC, USA
Maj. F. R. Garcin, CWS, USA,
Capt. E. M. George, QMC, USA
Maj. Robert Harbold, QMC, USA
Lt. Col. H. B. Jordan, OD, USA
Capt. C. A. Kraus, QMC, USA

Capt. M. T. Legg, FD, USA
Maj. Richard Park, CE, USA
Maj. W. N. Porter, CWS, USA
Lt. Col. James Regan, QMC, USA
Capt. H. D. W. Riley, CE, USA
Maj. T. J. Smith, OD, USA
Capt. I. B. Snell, AS, USA
Maj. Roger Taylor, OD, USA
Capt. C. C. Terry, OD, USA
Maj. B. G. Weir, AS, USA
Lt. Col. W. A. Wickline, MC, USA

GRADUATING CLASS FEBRUARY 1926 TO JUNE 1926

Maj. K. F. Adamson, OD, USA
Capt. John Biggar, QMC, USA
Capt. E. H. Block, QMC, USA
Maj. J. H. Burns, OD, USA
Maj. S. S. Creighton, MC, USA
Capt. O. P. Echols, AS, USA
Maj. E. deT. Ellis, QMC, USA
Maj. C. T. Harris, Jr., OD, USA
Lt. Col. J. E. Hemphill, SC, USA
Lt. Col. M. R. Hilgard, QMC, USA
Maj. J. R. Horton, USMC
Lt. Col. J. B. Huggins, MC, USA
Lt. L. C. Hurd, AS, USA
Lt. C. S. Johnson, AS, USA
Maj. B. Q. Jones, AS, USA

Lt. Col. G. E. Kumpe, SC, USA
Maj. N. L. McDiarmid, MC, USA
Commander F. V. McNair, USN
Capt. J. V. Matejka, SC, USA
Capt. C. J. Morelle, QMC, USA
Capt. E. S. Pegram, Jr., CE, USA
Maj. A. L. Rockwood, CWS, USA
Maj. B. W. Simpson, OD, USA
Maj. Robert Skelton, MC, USA
Maj. H. R. Smalley, QMC, USA
Col. F. W. Van Duyne, QMC, USA
Maj. H. J. Wild, CE, USA
Maj. G. P. Wilhelm, OD, USA
Maj. M. B. Willett, CWS, USA

GRADUATING CLASS SEPTEMBER 1926 TO JUNE 1927

Maj. Donald Armstrong, OD, USA	Maj. T. B. Larkin, CE, USA
Capt. C. H. Arnold, SC, USA	Maj. George Luberoff, QMC, USA
Maj. A. W. Barry, AS, USA	Maj. John Mather, OD, USA
Capt. H. M. Black, CWS, USA	Capt. K. C. McIntosh, USN
Lt. J. B. Carroll, AC, USA	Capt. C. H. Morgan, OD, USA
Maj. R. H. Coles, SC, USA	Maj. H. L. Rice, OD, USA
Maj. R. H. Duenner, MC, USA	Maj. H. K. Rutherford, OD, USA
Lt. B. A. Falk, SC, USA	Lt. Col. O. H. Sampson, QMC, USA
Capt. F. E. Hagen, QMC, USA	Capt. E. M. Scott, QMC, USA
Maj. G. M. Halloran, CWS, USA	Lt. Col. W. O. Smith, QMC, USA
Capt. D. A. Hanes, QMC, USA	Capt. F. C. Tyng, MC, USA
Maj. R. H. Hannum, OD, USA	Capt. W. F. Vander Hyden, OD, USA
Maj. H. W. Harms, AC, USA	Maj. R. W. Voeth, USMC
Maj. J. T. Harris, QMC, USA	Capt. H. U. Wagner, OD, USA
Maj. W. L. Hart, MC, USA	Lt. Col. J. A. Wagner, QMC, USA
Maj. R. C. Heflebower, MC, USA	Capt. O. P. Winningstad, OD, USA
Capt. R. J. Hernandez, QMC, USA	Capt. Read Wipprecht, OD, USA
Maj. E. O. Hopkins, FD, USA	Lt. J. Y. York, Jr., AC, USA
Maj. R. P. Howell, CE, USA	Capt. H. McC. Yost, CE, USA
Maj. E. S. J. Irvine, CE, USA	

GRADUATING CLASS SEPTEMBER 1927 TO JUNE 1928

Maj. J. A. Baird, CWS, USA	Lt. C. W. Hoadley, CWS, USA
Lt. Col. C. R. Bennett, QMC, USA	Col. J. W. Joyes, OD, USA
Capt. W. N. Best, USMC	Capt. Patrick Kelly, QMC, USA
Capt. F. L. Black, QMC, USA	Lt. Col. L. O. Mathews, QMC, USA
Lt. Comdr. J. A. Brownell, USN	Lt. A. J. Melanson, AC, USA
Capt. E. F. Bullene, CWS, USA	Lt. Col. C. G. Mortimer, QMC, USA
Capt. G. P. Bush, SC, USA	Capt. N. W. Osborn, OD, USA
Capt. W. T. Connatser, QMC, USA	Capt. F. F. Reed, OD, USA
Col. A. S. Cowan, SC, USA	Capt. T. W. Richards, USN
Capt. W. E. M. Devers, MC, USA	Capt. W. F. Riter, QMC, USA
Maj. B. C. Dunn, CE, USA	Capt. H. D. Rogers, MC, USA
Maj. G. W. Graham, OD, USA	Capt. W. N. Skyles, FD, USA
Capt. G. R. Hartrick, OD, USA	Maj. S. W. Stanley, SC, USA
Lt. Col. J. P. Hasson, QMC, USA	Maj. H. H. Stickney, CE, USA

Lt. J. L. Stromme, AC, USA
Capt. W. F. Tolson, MC, USA
Capt. H. T. Vigor, QMC, USA
Maj. E. C. Wallington, CWS, USA

Capt. C. F. Wheeler, AC, USA
Capt. F. W. Wright, AC, USA
Maj. J. H. Woodberry, OD, USA
Lt. J. M. Young, CE, USA

GRADUATING CLASS SEPTEMBER 1928 TO JUNE 1929

Capt. E. P. Antonovich, QMC, USA
Maj. J. A. Brooks, Jr., OD, USA
Capt. A. W. Dawson, MC, USA
Maj. J. F. Daye, QMC, USA
Lt. Col. E. J. Dent, CE, USA
Capt. R. A. Dunn, AC, USA
Maj. O. A. Eastwold, CWS, USA
Capt. S. H. Elliott, OD, USA
Capt. P. M. Ellman, CE, USA
Col. J. S. Fair, Cav., USA
Maj. T. J. Flynn, MC, USA
Capt. J. P. Glandon, QMC, USA
Capt. R. B. Hough, Jr., AC, USA
Capt. A. D. Hughes, QMC, USA
Capt. F. J. Keelty, FD, USA
Capt. H. C. Kliber, QMC, USA
Capt. M. W. Kresge, OD, USA
Capt. H. D. Lamar (SC), USN
Maj. B. O. Lewis, OD, USA

Capt. W. D. Luplow, CE, USA
Capt. J. A. McDonald, QMC, USA
Lt. H. A. McGinnis, AC, USA
Lt. Col. C. A. Meals, QMC, USA
Lt. H. T. Miller, CE, USA
Capt. J. M. Pearce, USMC
Lt. A. M. Pigg, SC, USA
Lt. Col. M. A. Reasoner, MC, USA
Capt. W. V. Renner, QMC, USA
Lt. Col. C. B. Ross, CAC, USA
Maj. Robert Sears, OD, USA
Capt. T. R. Sharp, QMC, USA
Maj. D. K. Shurtleff, OD, USA
Lt. C. M. Simpson, Jr., SC, USA
Capt. E. G. Steis, CWS, USA
Capt. G. L. Thompson, SC, USA
Capt. J. T. Watson, SC, USA
Maj. W. O. Wetmore, MC, USA
Capt. H. F. Wilkinson, QMC, USA

GRADUATING CLASS SEPTEMBER 1929 TO JUNE 1930

Lt. J. C. Arrowsmith, CE, USA
Capt. M. K. Barroll, Jr., OD, USA
Capt. G. A. Bentley, QMC, USA
Maj. L. D. Booth, OD, USA
Lt. F. W. Bullock, SC, USA
Capt. R. D. Burdick, CE, USA
Capt. L. W. Card, QMC, USA
Lt. Col. J. S. Chambers, QMC, USA
Maj. W. L. Clark, OD, USA
Lt. J. C. Cluck, AC, USA

Lt. J. M. Connor, FD, USA
Capt. R. Z. Crane, OD, USA
Capt. R. A. Dickson, MC, USA
Capt. L. B. Douglas, QMC, USA
Capt. T. M. England, MC, USA
Capt. J. H. Fellows, USMC
Capt. E. S. Ferrand, SC, USA
Lt. F. V. Fitzgerald, QMC, USA
Lt. J. S. Gullet, AC, USA
Maj. Hamner Huston, SC, USA

Lt. J. B. Jordan, AC, USA
Col. J. B. Kemper, Inf, USA
Capt. James Lawrence, SC, USA
Capt. S. B. Massey, QMC, USA
Lt. J. M. McMillan, CWS, USA
Lt. B. E. Meyers, AC, USA
Capt. J. A. Nelson, QMC, USA
Maj. L. A. Nickerson, OD, USA
Commander H. B. Ransdell (SC), USN

Lt. Comdr. M. L. Ring (SC), USN
Capt. H. R. Springer, QMC, USA
Maj. J. A. Sterling, Inf, USA
Capt. C. H. Swick, CE, USA
Capt. C. O. Thrasher, QMC, USA
Capt. W. C. Trumbower, OD, USA
Capt. G. F. Unmacht, CWS, USA
Maj. C. G. Young, OD, USA

GRADUATING CLASS SEPTEMBER 1930 TO JUNE 1931

Capt. F. M. Barrell, QMC, USA
Lt. J. H. Becque, CWS, USA
Lt. H. S. Bishop, Jr., CE, USA
Capt. E. C. Bomar, OD, USA
Lt. N. D. Brophy, AC, USA
Col. C. D. Buck, MC, USA
Capt. W. R. Buckley, QMC, USA
Lt. G. R. Burgess, CAC, USA
Lt. Comdr. T. E. Chandler, USN
Capt. M. H. Davis, OD, USA
Lt. Comdr. F. C. Dunham (SC), USN
Capt. Harvey Edward, QMC, USA
Maj. H. W. T. Eglin, CAC, USA
Maj. E. F. Ely, FD, USA
Capt. T. C. Gerber, OD, USA
Lt. D. R. Goodrich, AC, USA
Lt. Col. J. J. Grace, SC, USA
Capt. L. O. Grice, QMC, USA
Lt. G. M. Grimes, QMC, USA
Maj. T. J. Hayes, OD, USA
Lt. R. S. Heald, AC, USA
Capt. F. A. Heywood, QMC, USA
Maj. R. A. Hill, Inf, USA

Lt. W. C. Hutt, QMC, USA
Capt. D. J. Kendall, USMC
Capt. F. H. Kohloss, CE, USA
Capt. E. W. Lachmiller, QMC, USA
Maj. K. P. Lord, FA, USA
Lt. G. A. MacKay, CWS, USA
Capt. R. M. McCutchen, CE, USA
Capt. J. E. McDonald (SC), USN
Maj. F. H. Miles, Jr., OD, USA
Capt. L. W. Miller, AC, USA
Capt. H. A. Nisley, OD, USA
Maj. R. W. Pinger, OD, USA
Capt. Philip Schneeberger, AC, USA
Maj. C. V. Simpson, SC, USA
Capt. A. H. Skinner, OD, USA
Lt. Col. W. H. Smith, MC, USA
Lt. Col. I. P. Swift, Cav, USA
Col. A. C. Voris, SC, USA
Lt. Comdr. T. M. Waldschmidt, USN
Capt. C. H. Welch, AC, USA
Maj. H. L. Whittaker, QMC, USA
Maj. G. Van B. Wilkes, CE, USA
Lt. H. C. Wolfe, CE, USA

GRADUATING CLASS

SEPTEMBER 1931 TO JUNE 1932

Commander J. T. Alexander, USN	Commander J. W. Lewis, USN
Maj. J. R. Alfonte, QMC, USA	Maj. S. H. MacGregor, OD, USA
Maj. F. T. Armstrong, FA, USA	Capt. C. T. McAleer, SC, USA
Maj. F. J. Atwood, OD, USA	Capt. J. M. McDonnell, AC, USA
Capt. J. B. Bellinger, OD, USA	Maj. R. McK. McDowell, MC, USA
Maj. L. B. Bender, SC, USA	Maj. J. H. Mellom, QMC, USA
Capt. R. L. Bowlin, OD, USA	Lt. Col. A. M. Milton, Cav, USA
Capt. J. C. Browne, QMC, USA	Capt. H. G. Montgomery, AC, USA
Capt. C. W. Burlin, CE, USA	Maj. H. D. F. Munnikhuysen, QMC, USA
Maj. T. M. Chase, CAC, USA	Capt. O. O. Niegarth, AC, USA
Maj. G. S. Clarke, Inf, USA	Lt. Comdr. W. H. Porter, USN
Maj. R. W. Daniels, OD, USA	Maj. John Potts, USMC
Capt. C. W. Dietz, QMC, USA	Capt. A. H. Rice, USN
Maj. J. A. Dorst, CE, USA	Lt. Col. C. S. Ridley, CE, USA
Maj. N. Y. DuHamel, CE, USA	Capt. R. O. Sanderson, USMC
Maj. Allen Fletcher, Inf, USA	Maj. W. R. Schmidt, Inf, USA
Maj. A. W. Ford, OD, USA	Maj. R. K. Stacey, MC, USA
Capt. E. L. Ford, Jr., OD, USA	Commander F. S. Steinwachs, USN
Capt. E. T. Foss, QMC, USA	Lt. Col. G. H. Stewart, OD, USA
Maj. A. H. Hobley, AC, USA	Lt. E. J. Sullivan, CWS, USA
Capt. J. R. Holt, QMC, USA	Capt. Elliott Vandevanter, CE, USA
Capt. G. A. Horkan, QMC, USA	Capt. T. K. Vincent, OD, USA
Capt. R. V. Ignico, AC, USA	Col. R. W. Walker, Cav, USA
Lt. H. W. Jones, QMC, USA	Maj. L. R. Watrous, Jr., FD, USA
Lt. H. A. Kuhn, CWS, USA	Capt. Roswell Winans, USMC
Maj. R. H. Lee, OD, USA	Commander R. W. Wuest, USN
Capt. A. S. Levinsohn, QMC, USA	Lt. Comdr. W. B. Young (SC), USN

GRADUATING CLASS

SEPTEMBER 1932 TO JUNE 1933

Lt. Col. C. W. Baird, CAC, USA	Lt. Comdr. W. A. Buck (SC), USN
Lt. J. F. Battley, CWS, USA	Capt. M. O. Cahill, QMC, USA
Capt. E. B. Blanchard, CWS, USA	Maj. C. B. Cates, USMC
Maj. R. E. Blount, Cav, USA	Maj. L. S. Churchill, AC, USA
Capt. A. H. Bond, CE, USA	Maj. E. B. Colladay, CAC, USA
Capt. A. W. Brock, Jr., AC, USA	Maj. J. E. Davis, USMC
Maj. W. E. Brougher, Inf, USA	Maj. D. D. Eisenhower, Inf, USA

Capt. W. C. Ellis, SC, USA
Maj. F. A. Englehart, OD, USA
Commander W. S. Farber, USN
Maj. P. R. Faymonville, OD, USA
Capt. B. J. Finan, QMC, USA
Capt. F. M. Fogle, QMC, USA
Maj. J. L. Guion, OD, USA
Maj. W. B. Hardigg, OD, USA
Lt. Comdr. Paul Hendren, USN
Lt. F. A. Henney, CE, USA
Lt. W. O. Hiltabidle, Jr. (CEC), USN
Capt. D. L. Hooper, CE, USA
Maj. Ralph Hospital, FA, USA
Lt. J. A. Hunt, QMC, USA
Lt. C. E. Jones, QMC, USA
Lt. R. M. Jones, AC, USA
Maj. A. R. Kimball, QMC, USA
Maj. James Kirk, OD, USA
Lt. Harry Kirsner, QMC, USA
Maj. J. C. H. Lee, CE, USA
Maj. Raymond Marsh, OD, USA
Lt. A. W. Martenstein, AC, USA
Lt. G. W. Marvin, CE, USA

Maj. A. J. Maxwell, FD, USA
Lt. Col. Earl McFarland, OD, USA
Capt. F. A. McMahon, OD, USA
Capt. R. L. Miller, QMC, USA
Lt. Comdr. Roark Montgomery (SC), USN
Maj. R. E. Murrell, MC, USA
Lt. Col. C. C. Oakes, FD, USA
Capt. Clarence O'Leary, OD, USA
Maj. R. A. Osmun, QMC, USA
Maj. W. L. Perry, MC, USA
Maj. F. A. Price, MC, USA
Lt. Comdr. J. D. Price, USN
Lt. Comdr. Wallace Prior (SC), USN
Maj. A. B. Quinton, Jr., OD, USA
Lt. W. D. Rowley, USN
Maj. O. K. Sadtler, SC, USA
Lt. Col. W. R. Scott, Inf, USA
Capt. C. R. Toy, FA, USA
Lt. Comdr. J. W. Vann (MC), USN
Lt. J. A. Waters, Jr., USN
Lt. Col. W. R. Weaver, AC, USA
Capt. Henry Williams (CC), USN
Lt. J. M. Worthington, USN

GRADUATING CLASS SEPTEMBER 1933 TO JUNE 1934

Lt. Comdr. W. A. Best (SC), USN
Maj. E. A. Bethel, CE, USA
Lt. E. M. Brannon, JAGD, USA
Maj. C. L. Clark, FA, USA
Maj. R. B. Cole, Inf, USA
Commander F. P. Conger, USN
Maj. J. F. Cottrell, CAC, USA
Capt. P. F. Craig, CWS, USA
Maj. J. O. Daly, FA, USA
Capt. J. L. Denham, USMC
Maj. W. W. Dick, AGD, USA
Lt. E. V. Elder, SC, USA
Maj. I. H. Engleman, QMC, USA
Capt. E. M. Foster, FD, USA
Capt. F. W. Gano, CE, USA
Lt. Col. C. C. Gee, CE, USA

Maj. J. B. Gillespie, OD, USA
Capt. A. F. Grum, OD, USA
Capt. R. M. Hare, QMC, USA
Maj. J. W. Heard, Cav, USA
Commander S. F. Heim, USN
Capt. R. G. Heiner (MC), USN
Commander C. N. Hinkamp; USN
Capt. W. T. Johnson, FD, USA
Maj. W. H. Joiner, OD, USA
Capt. M. H. Jones, QMC, USA
Capt. T. W. Jones, QMC, USA
Capt. F. J. Jonitz, QMC, USA
Maj. W. G. Kilner, AC, USA
Capt. W. F. Kraus, AC, USA
Maj. Oscar Krupp, OD, USA
Commander F. A. LaRoche, USN

Maj. E. W. Leard, Inf, USA
Lt. Comdr. Daniel Lynch (SC), USN
Lt. Col. R. F. Maddux, CWS, USA
Maj. T. R. McCarley, MC, USA
Lt. A. E. McConnell, QMC, USA
Capt. C. S. Miller, Cav, USA
Lt. Comdr. R. V. Miller (CEC), USN
Maj. H. C. Minton, OD, USA
Maj. R. G. Moses, CE, USA
Capt. H. M. Reedall, OD, USA
Lt. Col. A. W. Robins, AC, USA
Capt. Robert Robinson, SC, USA
Maj. F. F. Scowden, QMC, USA

Lt. E. W. Smith, OD, USA
Maj. J. S. Smylie, CAC, USA
Capt. L. S. Swindler, USMC
Commander H. A. Tribou (MC), USN
Maj. W. K. Turner, MC, USA
Maj. H. C. Vanderveer, FA, USA
Lt. Comdr. H. L. Vickery (CC), USN
Maj. G. B. Welch, OD, USA
Lt. Col. W. W. West, Jr., Cav, USA
Lt. E. H. White, AC, USA
Lt. Comdr. R. P. Whitemarsh, USN
Capt. S. I. Zeidner, QMC, USA

GRADUATING CLASS SEPTEMBER 1934 TO JUNE 1935

Maj. L. E. Atkins, CE, USA
Lt. Col. R. L. Avery, CWS, USA
Commander J. R. Barber (DC), USN
Capt. H. W. Bobrinx, QMC, USA
Commander F. A. Braisted, USN
Maj. R. S. Chavin, OD, USA
Lt. C. E. Cheever, JAGD, USA
Commander R. G. Coman, USN
Maj. R. B. Conner, FD, USA
Capt. S. C. Cratch, QMC, USA
Lt. Col. C. L. Eastman, SC, USA
Lt. R. P. Erdman, USN
Capt. F. F. Frech, CE, USA
Capt. W. J. Gainey, QMC, USA
Capt. E. C. Gere, QMC, USA
Lt. W. V. Hamilton, USN
Maj. F. W. Herman, CE, USA
Maj. H. R. W. Herwig, QMC, USA
Capt. G. W. Hirsch, OD, USA
Capt. J. C. Hodgson, AC, USA
Capt. C. J. Holeman (MC), USN
Maj. J. G. Holmes, OD, USA
Maj. J. H. Johnson, QMC, USA
Capt. G. S. Kennedy, OD, USA
Maj. D. S. Lenzner, CAC, USA
Maj. R. J. Marshall, QMC, USA

Capt. R. S. Moore, FD, USA
Lt. Col. C. M. McMurray, Inf, USA
Capt. G. V. McPike, AC, USA
Maj. H. M. Nicholson, MC, USA
Lt. W. E. Niles, OD, USA
Capt. G. W. Outland, OD, USA
Maj. W. A. Pashley, QMC, USA
Lt. Col. H. C. Pierce, USMC
Lt. Comdr. W. A. Pollard (CEC), USN
Maj. C. A. Powell, SC, USA
Capt. J. F. Powell, AC, USA
Maj. S. B. Ritchie, OD, USA
Maj. W. W. Rogers, USMC
Capt. R. W. Ryden (CC), USN
Capt. H. F. Safford, OD, USA
Maj. S. P. Spalding, OD, USA
Maj. E. R. Strong, MC, USA
Maj. J. J. Teter, AGD, USA
Capt. C. E. Thomas, Jr., AC, USA
Maj. P. E. Van Nostrand, AC, USA
Maj. J. F. Wall, Cav, USA
Lt. Col. J. A. Warden, QMC, USA
Lt. Comdr. V. H. Wheeler (SC), USN
Lt. W. R. Winslow, CE, USA
Capt. H. M. Woodward, CWS, USA
Lt. Col. B. K. Yount, AC, USA

GRADUATING CLASS

SEPTEMBER 1935 TO JUNE 1936

Maj. C. C. Alexander, FA, USA	Maj. F. M. S. Johnson, CE, USA
Capt. A. M. R. Allen, USN	Lt. Comdr. A. G. King (SC), USN
Lt. Col. G. M. Barnes, OD, USA	Maj. G. L. Kraft, Inf, USA
Maj. C. J. Blake, QMC, USA	Maj. R. N. Kunz, SC, USA
Maj. Thomas Brady, Jr., QMC, USA	Lt. Col. A. K. B. Lyman, CE, USA
Maj. DeR. C. Cabell, OD, USA	Maj. E. A. Lynn, OD, USA
Capt. A. N. Caldwell, QMC, USA	Capt. Pardoe Martin, AC, USA
Capt. H. F. Chrisman, FD, USA	Maj. William Mayer, CWS, USA
Col. H. B. Clagett, AC, USA	Commander Thomas Moran, USN
Capt. Murl Corbett, USMC	Maj. D. T. Nelson, FD, USA
Capt. O. E. Cound, QMC, USA	Commander Roy Pfaff, USN
Maj. G. H. Drewry, OD, USA	Lt. Col. T. H. Rees, Jr., Cav, USA
Maj. J. G. Drinkwater, CE, USA	Maj. W. H. Sadler, QMC, USA
Maj. M. G. Estabrook, Jr., AC, USA	Maj. G. H. Schumacher, QMC, USA
Maj. M. S. Fairchild, AC, USA	Commander L. B. Scott, USN
Maj. C. C. Fenn, JAGD, USA	Maj. W. R. Slaughter, OD, USA
Capt. J. B. Franks, QMC, USA	Capt. Earle Standlee, MC, USA
Capt. L. B. Gallagher, CE, USA	Commander C. S. Stephenson (MC), USN
Lt. Col. R. DuR. Harden, MC, USA	Maj. G. F. Stockes, USMC
Capt. L. J. Harris, SC, USA	Lt. Col. H. N. Sumner, AGD, USA
Capt. K. L. Hastings, QMC, USA	Lt. Comdr. C. E. Taylor, USN
Maj. C. F. Hofstetter, OD, USA	Maj. A. W. Vanaman, AC, USA
Capt. Park Holland, AC, USA	Capt. J. W. Walters, OD, USA
Lt. Col. J. L. Homer, CAC, USA	Maj. G. M. Wells, OD, USA
Lt. Col. H. V. Hopkins, AC, USA	Capt. W. H. Wilterdink (SC), USN
Lt. Col. C. W. Howard, AC, USA	Lt. Col. W. C. Young, OD, USA

GRADUATING CLASS

SEPTEMBER 1936 TO JUNE 1937

Capt. P. A. Agnew, CE, USA	Maj. H. H. Cloud, QMC, USA
Maj. H. M. Andrews, QMC, USA	Lt. J. M. Colby, OD, USA
Lt. Col. Franklin Babcock, CAC, USA	Maj. J. L. Collins, Inf, USA
Maj. W. L. Bartley, QMC, USA	Capt. R. C. Coupland, OD, USA
Capt. R. H. Bassett, OD, USA	Lt. Col. F. C. V. Crowley, Cav, USA
Capt. W. S. Broberg, OD, USA	Commander F. A. Daubin, USN
Maj. L. W. Burnham, USMC	Maj. G. A. Davis, Inf, USA
Capt. R. E. Burns, SC, USA	Capt. G. S. Deaderick, QMC, USA

Maj. A. M. Drake, AC, USA
Commander G. W. Dugger, Jr., USN
Lt. Col. H. W. Flickinger, AC, USA
Lt. Comdr. E. D. Foster (SC), USN
Lt. Col. P. S. Gage, CAC, USA
Capt. J. S. Gorlinski, CE, USA
Capt. J. L. Harbaugh, Jr., JAGD, USA
Maj. G. E. Hartman, QMC, USA
Maj. F. H. Hastings, CAC, USA
Lt. Col. J. N. Hauser, FA, USA
Lt. J. H. Hinrichs, OD, USA
Capt. O. M. Jank, OD, USA
Capt. E. C. Langmead, AC, USA
Lt. Col. J. E. Lewis, FA, USA
Lt. D. N. Logan, USN
Commander A. G. Lyle (DC), USN
Maj. A. J. Lyon, AC, USA
Maj. F. R. Lyons, CE, USA
Maj. R. H. Magee, AC, USA
Maj. R. L. Maughan, AC, USA
Capt. C. K. McAlister, FD, USA

Lt. Comdr. R. S. McDowell (CC), USN
Maj. W. H. Middleswart, QMC, USA
Capt. Franklin Mitchell, OD, USA
Maj. J. I. Moore, AC, USA
Maj. C. A. Russell, Inf, USA
Maj. L. E. Ryder, SC, USA
Capt. W. F. Sadtler, OD, USA
Maj. M. F. Schneider, AC, USA
Col. J. W. N. Schulz, CE, USA
Maj. C. F. Shook, MC, USA
Maj. L. L. Simpson, QMC, USA
Capt. L. N. Smith, FD, USA
Maj. G. F. Spann, QMC, USA
Col. A. J. Stuart, OD, USA
Maj. M. V. Turner, Cav, USA
Lt. Comdr. A. L. Walters (SC), USN
Lt. Col. Frank Whitehead, USMC
Capt. S. E. Whitesides, Jr., CWS, USA
Lt. Col. H. A. Wingate, QMC, USA
Maj. M. R. Wood, AC, USA
Maj. J. A. Worrell, MC, USA

GRADUATING CLASS SEPTEMBER 1937 TO JUNE 1938

Maj. S. A. Blair, AC, USA
Maj. Rufus Boylan, QMC, USA
Lt. Col. A. S. Buyers, OD, USA
Maj. H. W. Cochran, CAC, USA
Maj. H. W. Collins, CE, USA
Capt. D. J. Crawford, OD, USA
Capt. W. J. D'Espinosa, OD, USA
Maj. C. S. Ferrin, FA, USA
Capt. N. D. Gillet, CWS, USA
Maj. T. H. Green, JAGD, USA
Maj. M. E. Griffin, MC, USA
Capt. J. B. Haddon, AC, USA
Maj. G. D. Hatfield, USMC
Capt. G. K. Heiss, OD, USA
Lt. F. W. Hesser (SC), USN
Maj. R. E. Hewitt, MC, USA
Lt. Col. Charles Hines, CAC, USA
Capt. T. R. Howard, QMC, USA

Maj. John Huling, Jr., OD, USA
Maj. D. L. Hutchins, AC, USA
Lt. Col. J. F. Kahle, CAC, USA
Maj. C. P. Kane, AC, USA
Maj. W. H. Kasten, FD, USA
Maj. J. A. Laird, Jr., AC, USA
Maj. M. S. Lawton, AC, USA
Capt. L. C. Leonard, OD, USA
Capt. T. E. Mahoney, QMC, USA
Maj. H. T. Mayberry, Inf, USA
Maj. E. B. McKinley, QMC, USA
Maj. J. D. McLean, USMC
Commander W. H. Michael (MC), USN
Maj. F. W. Miller, Inf, USA
Capt. H. S. Miller, CE, USA
Maj. H. E. Minton, OD, USA
Maj. K. M. Moore, CE, USA
Maj. F. B. L. Myer, QMC, USA

Lt. Comdr. E. F. Ney (SC), USN
Maj. C. C. Parks, FA, USA
Maj. J. L. Philips, Cav, USA
Maj. E. M. Powers, AC, USA
Capt. A. S. Rice, OD, USA
Maj. T. C. Rives, SC, USA
Commander A. G. Robinson, USN
Maj. B. E. Sawyer, FD, USA
Lt. Col. C. N. Sawyer, SC, USA
Capt. W. E. Smith, QMC, USA

Maj. J. W. G. Stephens, QMC, USA
Capt. R. H. Tate, CWS, USA
Commander R. R. Thompson, USN
Maj. W. S. Wadelton, Cav, USA
Lt. Col. C. A. Waldmann, OD, USA
Capt. Reginald Whitaker, CE, USA
Lt. Comdr. J. P. Whitney, USN
Maj. Barlow Winston, QMC, USA
Capt. R. H. Wylie, QMC, USA
Maj. R. T. Zane, AC, USA

GRADUATING CLASS SEPTEMBER 1938 TO JUNE 1939

Commander A. B. Anderson, USN
Lt. Comdr. G. H. Bahm, USN
Lt. Comdr. W. M. Beakley, USN
Capt. V. A. Beers, CE, USA
Maj. H. Z. Bogert, AC, USA
Maj. F. S. Borum, AC, USA
Capt. W. P. Campbell, FD, USA
Capt. G. F. Clark (MC), USN
Capt. J. F. Connell, FD, USA
Capt. L. C. Craigie, AC, USA
Capt. W. F. Dean, Inf, USA
Maj. H. L. Earnest, Cav, USA
Lt. Comdr. C. F. Espe, USN
Maj. G. J. B. Fisher, CWS, USA
Maj. W. R. Frost, FA, USA
Maj. A. R. Ginsburgh, JAGD, USA
Capt. D. N. Hauseman, OD, USA
Commander E. R. Henning, USN
Maj. H. B. Hester, QMC, USA
Maj. R. L. Hubbell, OD, USA
Capt. C. S. Irvine, AC, USA
Maj. G. C. Irwin, SC, USA
Maj. E. T. Kennedy, AC, USA
Lt. Col. H. R. Kutz, OD, USA
Maj. R. D. Leach, USMC
Maj. P. P. Logan, QMC, USA
Maj. J. C. Longino, QMC, USA
Lt. N. W. Lowrie (SC), USN
Maj. A. W. Marriner, AC, USA

Maj. L. LeR. Martin, Cav, USA
Capt. B. S. Mesick, OD, USA
Maj. J. J. Miller, SC, USA
Maj. L. A. Miller, OD, USA
Capt. J. R. Noyes, CE, USA
Maj. C. C. Nutt, AC, USA
Commander E. L. Patch (CC), USN
Maj. R. W. Propst, AC, USA
Capt. R. G. Rogers, QMC, USA
Lt. Col. J. C. Ruddell, CAC, USA
Capt. Philip Schwartz, OD, USA
Capt. P. M. Seleen, OD, USA
Commander H. M. Shaffer (SC), USN
Maj. F. P. Shaw, JAGD, USA
Capt. A. J. Sheridan, CE, USA
Maj. J. M. Silkman, CE, USA
Maj. S. G. Smith, MC, USA
Maj. W. H. Soderholm, OD, USA
Capt. G. M. Taylor, OD, USA
Capt. R. B. Thornton, QMC, USA
Lt. Comdr. W. B. Thorp, USN
Commander F. G. Ulen (DC), USN
Maj. W. J. Ungethuem, CWS, USA
Maj. E. S. Van Deusen, QMC, USA
Capt. W. H. Vinson, Inf, USA
Maj. G. D. Wahl, FA, USA
Lt. Col. R. L. Walsh, AC, USA
Capt. J. A. Weeks, QMC, USA
Maj. A. J. Wehr, SC, USA

Capt. W. L. Weible, CAC, USA
Maj. W. L. Wilson, MC, USA

Maj. L. R. Wolfe, QMC, USA
Capt. M. H. Zwicker, QMC, USA

GRADUATING CLASS SEPTEMBER 1939 TO JUNE 1940

Capt. R. G. Amlong, QMC, USA
Lt. Col. H. S. Aurand, OD, USA
Capt. Jesse Auton, AC, USA
Capt. E. E. Barnes, CE, USA
Maj. W. E. Becker, OD, USA
Maj. R. C. Benner, CWS, USA
Capt. E. A. Bixby, FA, USA
Capt. J. W. Boone, Inf, USA
Capt. G. L. Boyle, FD, USA
Lt. Col. R. W. Brown, JAGD, USA
Maj. W. F. Brown, USMC
Col. M. F. Davis, AC, USA
Capt. W. J. Daw, SC, USA
Capt. L. A. Denson, Jr., CAC, USA
Maj. L. J. Dillon, OD, USA
Maj. J. T. Duke, Cav, USA
Maj. Herman Feldman, QMC, USA
Capt. R. M. Foster, QMC, USA
Capt. L. R. Garrison, FA, USA
Maj. L. L. Gocker, FD, USA
Lt. Col. F. F. Hall, QMC, USA
Capt. H. F. Hannis, CE, USA
Capt. S. B. Hays, MC, USA
Capt. J. B. Hess, FD, USA
Maj. A. D. Hopping, QMC, USA
Maj. J. L. Holman, OD, USA
Maj. S. P. Huff, OD, USA

Lt. Col. A. B. Johnson, OD, USA
Capt. L. M. Johnson, CWS, USA
Capt. Theodore Kalakuka, QMC, USA
Lt. Col. Robert Kauch, AC, USA
Capt. Myron Leedy, OD, USA
Capt. D. J. Leehey, CE, USA
Maj. C. E. Loucks, CWS, USA
Maj. W. B. McCoy, AC, USA
Capt. N. H. McKay, QMC, USA
Capt. O. C. Mood, Inf, USA
Maj. C. V. Morgan, MC, USA
Lt. Col. C. N. Muldrow, USMC
Maj. Harry Reichelderfer, SC, USA
Capt. P. I. Robinson, MC, USA
Maj. Maurice Rose, Cav, USA
Commander G. A. Shattuck (SC), USN
Capt. E. F. Shepherd, QMC, USA
Commander H. G. Sickel, USN
Capt. B. C. Snow, CE, USA
Maj. J. W. Spry, AC, USA
Maj. F. E. Stoner, SC, USA
Lt. Col. W. D. Styer, CE, USA
Maj. J. R. Townsend, CAC, USA
Maj. E. F. Wallender, QMC, USA
Maj. J. E. Wharton, Inf, USA
Maj. J. W. Younger, QMC, USA

GRADUATING CLASS AUGUST-DECEMBER 1940

Maj. A. E. Allen, QM-Res, USA
Maj. E. E. Allwine, Spec-Res (AC) USA
Capt. I. S. Amberg, Air-Res, USA
Capt. L. C. Ames, Air-Res, USA

Maj. C. F. Baish, CE, USA
Lt. Col. P. H. Barnes, QM-Res, USA
Maj. W. H. Bisnoff, CW-Res, USA
Lt. (jg) N. M. Blackiston, SC-V (S), USNR

Lt. Comdr. C. M. Boling, E-V(S), USNR
Maj. E. E. Broadbent, QM-Res, USA
Maj. F. A. Cerruti, Air-Res, USA
Maj. W. J. Chamberlin, Sig-Res, USA
Maj. S. F. Clabaugh, Spec-Res (OD), USA
Lt. Comdr. B. M. Coleman, DE-V(G), USNR
Maj. N. R. Cooper, Spec-Res (AC), USA
Maj. G. C. Crom, Spec-Res (AC), USA
Capt. C. M. Daniel, Spec-Res (AC), USA
Maj. A. H. Denison, Spec-Res (AC), USA
Maj. R. B. DeWitt, USMCR (V)
Capt. T. A. Doxey, Jr., CWS, USA
Maj. H. M. Enterline, CW-Res, USA
Maj. J. K. Fairchild, Sig-Res, USA
Lt. Col. H. R. Gay, QMC, USA
Commander M. J. Gillan, USN
Maj. Edward Gluck, Ord-Res, USA
Maj. L. C. Goudeau, USMC
Lt. (jg) H. P. Hallock, SC-V(S), USNR
Capt. A. W. Hamilton 3d, Ord-Res, USA
Capt. J. S. Harvey, Engr-Res, USA
Lt. Arthur Hathaway, D-V(S), USNR
Lt. (jg) E. T. Hewes, SC-V(S), USNR
Lt. Comdr. G. D. Horning, Jr., SC-V(S), USNR
Maj. C. D. Hudson, Ord-Res, USA
Capt. W. H. Hutchinson, QM-Res, USA
Capt. W. A. Kraus, Engr-Res, USA
Capt. G. E. Ledfors, MC, USA
Capt. J. G. Llewellyn, QM-Res, USA
Lt. Col. C. B. Lober, AC, USA
Lt. (jg) R. H. Love, SC-V(S), USNR
Lt. Col. E. L. Lucas, Ord-Res, USA
Capt. W. E. Mackintosh, Ord-Res, USA
Lt. Col. O. M. Marshburn, QMC, USA

Capt. E. S. Mathews, OD, USA
Capt. H. R. McKenzie, QMC, USA
Capt. S. S. Metzger, Air-Res, USA
Capt. C. B. Mickelwait, JAGD, USA
Lt. Col. B. L. Neis, QM-Res, USA
Maj. J. F. O'Brien, QM-Res, USA
Maj. H. S. Paddock, SC, USA
Maj. G. M. Pike, Air-Res, USA
Capt. P. H. Porter, QM-Res, USA
Maj. L. W. Potter, QM-Res, USA
Lt. Comdr. E. U. Rinehart, DE-V(G), USNR (ret.)
Capt. N. J. Roberts, JAG-Res, USA
Lt. (jg) R. A. Roberts, SC-V(S), USNR
Maj. C. H. Roe, Engr-Res, USA
Maj. H. N. Sachs, Ord-Res, USA
Maj. R. C. Scott, Ord-Res, USA
Capt. C. T. Schmidt, Inf-Res, USA
Lt. Comdr. C. C. Shears, DE-V(G), USNR
Capt. E. V. Slattery, JAG-Res, USA
Maj. J. R. Smith, QM-Res, USA
Maj. T. R. Snyder, Ord-Res, USA
Maj. E. V. Sourbier, QM-Res, USA
Lt. Col. A. G. Stevens, QM-Res, USA
Lt. F. D. Stevers, AC, USA
Maj. H. E. Tomlinson, MC, USA
Capt. F. W. Warburton, Air-Res, USA
Lt. (jg) N. E. Weaver, E-V(S), USNR
Lt. (jg) R. D. White, D-V(G), USNR
Capt. D. H. Wilson, Ord-Res, USA
Capt. R. J. Wilson, MC, USA
Maj. D. W. Winfree, Air-Res, USA
Lt. R. W. Yeomans, SC-V(S), USNR
Capt. G. A. Zeller, OD, USA

GRADUATING CLASS JANUARY-APRIL 1941

Lt. (jg) H. C. Adams, C-V(S), USNR
Capt. R. M. Alderman, QM-Res, USA
Capt. F. O. C. Alford, Ord-Res, USA
Maj. C. A. Baumann, Sn-Res, USA
Capt. E. W. Beelman, Sn-Res, USA

Maj. F. E. Benedict, Spec-Res (AC), USA
Lt. J. C. Bennett, SC-V(S), USNR
Maj. K. R. Benson, Air-Res, USA
Lt. J. C. Betz, Ord-Res, USA
Capt. A. N. Bowes, CW-Res, USA

Capt. E. H. Bowman, Air-Res, USA
Capt. L. T. Bradbury, Spec-Res (AC), USA
Lt. A. J. Broshek, QM-Res, USA
Lt. W. M. Darlington, D-V(S), USNR
Capt. W. N. Davis, Air-Res, USA
Lt. (jg) J. G. Dean, SC-V(S), USNR
Maj. D. E. Donley, Engr-Res, USA
Maj. Louis DuBois, Sn-Res, USA
Capt. M. C. Durbin, Air-Res, USA
Capt. J. W. Easton, FA-Res, USA
Maj. J. L. Ernst, QM-Res, USA
Lt. (jg) J. H. Golden, SC-V(S), USNR
Maj. D. A. Graham, Spec-Res (AC), USA
Lt. L. J. Greene, QM-Res, USA
Capt. W. W. Hall, Ord-Res, USA
Lt. Comdr. R. F. Hans, USN (ret.)
Lt. Comdr. R. P. Hazlehurst, SC-V(G), USNR
Lt. H. E. Hockett, Air-Res, USA
Commander E. F. Hoffman, D-O, USNR
Maj. F. W. Hopkins (V), USMCR
Lt. D. W. Hoppock, Ord-Res, USA
Capt. C. W. King, Air-Res, USA
Capt. F. H. King, QM-Res, USA
Lt. I. M. Kuhl, QM-Res, USA
Capt. L. M. Littlefield, Ord-Res, USA
Lt. L. A. Ludwig, QM-Res, USA
Maj. W. R. Lyon, Air-Res, USA
Maj. V. H. Maymon, Sig-Res, USA
Maj. R. H. McAtee, Sig-Res, USA
Lt. M. B. McCullough, Spec-Res (SC), USA
Lt. J. W. McDonald, QM-Res, USA

Lt. Stewart McGinty, QM-Res, USA
Maj. Robert Mellin, CW-Res, USA
Capt. T. T. Molnar, Spec-Res (CE), USA
Capt. L. D. Moreland, Spec-Res (AC), USA
Capt. Dennis Mulligan, Air-Res, USA
Capt. L. G. Payne, Sig-Res, USA
Lt. Col. C. F. Poe, QM-Res, USA
Lt. A. D. Porter, QM-Res, USA
Lt. Comdr. F. P. Quigley, E-V(S), USNR
Capt. P. H. Raftery, QM-Res, USA
Maj. F. M. Reiter, CW-Res, USA
Capt. Wayland Rhoads, QM-Res, USA
Maj. E. O. Schultz (V), USMCR
Lt. B. D. Seeley, SC-V(S), USNR
Lt. G. D. Serfass, Ord-Res, USA
Capt. H. B. Smith (SC) Air-Res, USA
Capt. B. B. Smythe, Sn-Res, USA
Lt. L. C. Sorensen, Ord-Res, USA
Capt. H. G. Squire, CW-Res, USA
Maj. W. S. Stapler, Spec-Res, USA
Maj. O. J. Sufrin, QM-Res, USA
Capt. G. E. Sweeney, Ord-Res, USA
Capt. L. N. Tatem, QM-Res, USA
Maj. Nathan Thumin, QM-Res, USA
Maj. E. S. Vannier, QM-Res, USA
Lt. Comdr. Felthan Watson, L-V(S), USNR
Lt. B. F. Weare, QM-Res, USA
Capt. F. W. Webbley, QM-Res, USA
Maj. J. F. Winburn, QM-Res, USA
Lt. M. H. Wright, CW-Res, USA
Capt. W. R. Wright, Ord-Res, USA

GRADUATING CLASS APRIL-JULY 1941

Lt. J. E. Ahlf, Air-Res, USA
Maj. Verne Austin, Cav-Res, USA
Lt. H. R. Bauer, QM-Res, USA
Lt. J. F. Begole, QM-Res, USA
Lt. W. P. Bireley, Air-Res, USA
Lt. G. F. Blanchard, DE-V(G), USNR
Lt. K. E. Boone, Air-Res, USA
Lt. E. J. Borowski, Air-Res, USA

Maj. Nathan Boruszak, Sig-Res, USA
Maj. M. J. Bradbury, Sn-Res, USA
Maj. E. J. Brandeis, QM-Res, USA
Capt. A. K. Brittan, QM-Res, USA
Ensign J. H. Castle, Jr., D-V(G), USNR
Lt. L. L. Clark, Air-Res, USA
Ensign H. W. Cooley, SC (P), USNR
Capt. F. J. Darke, Jr., Sig-Res, USA

Capt. C. R. Darnall, MC, USA
Lt. W. S. Davis, Engr-Res, USA
Maj. M. E. Doucette, Ord-Res, USA
Maj. F. K. Duffy, QM-Res, USA
Lt. C. E. Favinger, QM-Res, USA
Ensign F. L. Fuller, D-V(S), USNR
Capt. Jules Gilpatrick, Sig-Res, USA
Lt. D. C. Graves, Sig-Res, USA
Maj. C. G. Gruber, Sn-Res, USA
Capt. P. N. Hollowell, Air-Res, USA
Lt. W. W. Holmes, Ord-Res, USA
Lt. W. D. Hoyt, Ord-Res, USA
Commander H. V. Hughens (MC), USN
Lt. D. C. Hyman, QM-Res, USA
Lt. K. K. Kelley, QM-Res, USA
Lt. L. V. Killam, Sig-Res, USA
Lt. H. B. Lawson, Air-Res, USA
Capt. G. W. Lee, QM-Res, USA
Maj. A. M. Lehr, Jr., Air-Res, USA
Capt. A. E. Link, CW-Res, USA
Lt. W. E. Little, QM-Res, USA
Lt. F. H. Lutz, QM-Res, USA
Lt. J. W. Malley, C-V(S), USNR
Lt. A. F. McGarr, Jr., Ord-Res, USA
Lt. T. L. McManus, QM-Res, USA
Capt. R. G. McNeil, Engr-Res, USA
Lt. Wright Merrifield, Air-Res, USA
Maj. J. L. Miles, CW-Res, USA
Lt. Comdr. Robert Moore, Jr., D-V(S), USNR
Capt. J. R. Naylor, CW-Res, USA
Lt. H. H. Nicholson, Sig-Res, USA
Capt. R. F. Niemz, QM-Res, USA
Lt. J. A. North, QM-Res, USA
Capt. L. W. F. Oberacker, QM-Res, USA
Commander J. B. O'Neill (MC), USN
Lt. Harold Orenstein, QM-Res, USA

Lt. C. B. Pederson, QM-Res, USA
Capt. D. A. Peters, Sn-Res, USA
Lt. Charles Reinoldi, Ord-Res, USA
Maj. K. D. Reyer, Ord-Res, USA
Capt. E. E. Reynolds, Ord-Res, USA
Lt. M. C. Riggert, Sig-Res, USA
Lt. C. B. Robertson, Ord-Res, USA
Capt. D. C. Schofner, QM-Res, USA
Lt. R. W. Sellis, Air-Res, USA
Ensign T. C. Sewell, SC-V(G), USNR
Lt. J. M. Shanks, QM-Res, USA
Maj. E. A. Shea, Sn-Res, USA
Lt. P. G. Slachman, Ord-Res, USA
Capt. E. L. Smith, Air-Res, USA
Capt. M. H. Smith, CW-Res, USA
Lt. E. B. Sundberg, Air-Res, USA
Lt. W. B. Sweet, Ord-Res, USA
Lt. W. L. Thornburn, Air-Res, USA
Maj. H. R. Turner, Ord-Res, USA
Lt. J. L. Turner, QM-Res, USA
Lt. R. O. Turner, Air-Res, USA
Lt. R. C. Voils, SC-V(S), USNR
Lt. H. F. Wege, Sig-Res, USA
Lt. (jg) O. L. West, SC-V(S), USNR
Lt. C. W. Williamson, Engr-Res, USA
Maj. A. J. P. Wilson, CW-Res, USA
Lt. Chris Wilson, QM-Res, USA
Lt. E. F. Wilson, Jr., CW-Res, USA
Maj. J. C. Wilson, Air-Res, USA
Lt. P. L. Wise, Fin-Res, USA
Lt. R. P. Wollenberg, Air-Res, USA
Lt. R. C. Woods, QM-Res, USA
Maj. W. R. Wright, Air-Res, USA
Lt. R. B. Young, Jr., Air-Res, USA
Capt. J. R. Younger, Air-Res, USA

GRADUATING CLASS

JULY-SEPTEMBER 1941

Lt. J. L. Ainsworth, Jr., QM-Res, USA	Lt. L. F. Hutchins, Sig-Res, USA
Capt. L. U. Bailey, Ord-Res, USA	Maj. M. C. Hylan, Ord-Res, USA
Maj. R. C. Barnes, Sn-Res, USA	Ensign B. A. Johnson, Jr., D-V(S), USN
Lt. R. H. Becker, Air-Res, USA	Maj. F. J. Kessel, Sig-Res, USA
Capt. F. N. Benner, Jr., Ord-Res, USA	Lt. J. R. Kile, QM-Res, USA
Lt. K. J. Berylson, QM-Res, USA	Lt. E. Z. King, Jr., QM-Res, USA
Maj. L. B. Blakeney, Ord-Res, USA	Lt. G. J. Klein, Air-Res, USA
Capt. G. A. Brace, USMCR	Lt. B. G. Kollenborn, QM-Res, USA
Capt. J. H. Bridges, MC, USA	Lt. I. M. Kram, QM-Res, USA
Lt. Cameron Brown, QM-Res, USA	Maj. A. H. Leigh, Ord-Res, USA
Lt. C. E. Buchanan, Jr., QM-Res, USA	Capt. D. B. Lobree, Air-Res, USA
Ensign Hughes Call, D-V(G), USN	Lt. S. B. Markel, Air-Res, USA
Capt. W. G. Campbell, Air-Res, USA	Maj. A. C. Mattison, Ord-Res, USA
Maj. R. W. Chutter, Ord-Res, USA	Lt. A. J. McCarville, Sig-Res, USA
Capt. L. J. Clark, Sn-Res, USA	Lt. M. W. Miller, Sig-Res, USA
Maj. A. G. Coulson, Ord-Res, USA	Lt. J. H. Morrow, Air-Res, USA
Capt. J. E. Cox, Ord-Res, USA	Lt. J. N. Oberdorf, Air-Res, USA
Lt. D. C. Crowell, CW-Res, USA	Lt. D. A. Olson, Air-Res, USA
Capt. A. E. D'Angelo, CW-Res, USA	Maj. J. L. Owens, VC, USA
Capt. W. E. Dawes, Air-Res, USA	Lt. L. J. Pack, Engr-Res, USA
Lt. M. M. Dollahan, Sig-Res, USA	Lt. W. B. Packard, Air-Res, USA
Lt. W. N. Egan, QM-Res, USA	Lt. J. D. Poage, QM-Res, USA
Capt. N. M. Ellison, Ord-Res, USA	Lt. J. H. Reed, Jr., Fin-Res, USA
Lt Morris Felder, Air-Res, USA	Lt. Louis Regenstein, Jr., QM-Res, USA
Capt. J. R. Fisher, Ord-Res, USA	Maj. P. F. Shaver, CW-Res, USA
Maj. S. H. Franklin, Jr., Ord-Res, USA	Capt. J. M. Slack, QM-Res, USA
Capt. Granville Gray, Jr., CW-Res, USA	Lt. E. B. Snow, Sig-Res, USA
Lt. T. B. Gilchrist, Jr., Engr-Res, USA	Maj. L. E. Steiner, Sig-Res, USA
Lt. Jacob Haas, QM-Res, USA	Maj. Paul Sullivan, USMCR
Lt. R. E. Hambury, QM-Res, USA	Lt. P. H. Taylor, Air-Res, USA
Lt. J. W. Hamilton, QM-Res, USA	Capt. E. B. Thornton, Sig-Res, USA
Lt. Col. W. H. Hamrick, QM-Res, USA	Maj. L. C. Treman, QM-Res, USA
Lt. W. J. Hannan, Sig-Res, USA	Ensign J. S. Vandermade, D-V(S), USN
Capt. C. E. Hastings, Jr., Air-Res, USA	Maj. A. C. Van Zandt, Engr-Res, USA
Lt. A. H. Helmick, CW-Res, USA	Capt. L. E. Warlow, Ord-Res, USA
Lt. R. S. Hermann, Air-Res, USA	Capt. R. S. Willis, Air-Res, USA
Lt. R. A. Hitch, QM-Res, USA	Lt. W. S. Wilson, QM-Res, USA
Lt. E. M. Hoskinson, Air-Res, USA	Lt. F. H. Wishart, QM-Res, USA
Capt. P. W. Huston, Air-Res, USA	Ensign A. C. Wolf, D-V(S), USN

GRADUATING CLASS

OCTOBER-DECEMBER 1941

Lt. M. L. Annis, OD, USA	Capt. L. R. Kleinknight, SC, USA
Capt. S. G. Asbill, VC, USA	Capt. Fred Klenk, SC, USA
Lt. E. B. Badanes, AC, USA	Capt. Leo Krisl, OD, USA
Lt. W. R. Baker, SC, USA	Lt. F. M. Land, AC, USA
Lt. E. F. Ball, AC, USA	Capt. Riley McClain, JAGD, USA
Maj. F. E. Batson, OD, USA	Lt. W. F. McCrone, AC, USA
Lt. R. G. Brown, QMC, USA	Lt. W. E. Merritt, QMC, USA
Lt. S. P. Brown, AC, USA	Lt. Nathaniel Miljus, SC, USA
Ensign W. T. Clark, D-V(S), USNR	Maj. Donavin Miller, AC, USA
Capt. L. E. Clarke, QMC, USA	Lt. H. G. Monson, AC, USA
Lt. E. M. Conklin, Jr., QMC, USA	Capt. Elliot Morrill, CWS, USA
Capt. C. R. Currier, OD, USA	Maj. J. T. Murchison, OD, USA
Capt. G. W. Dorn, CWS, USA	Lt. M. H. Nelson, CAC, USA
Capt. W. O. Dorough, AC, USA	Lt. C. P. Patterson, SC, USA
Maj. R. K. Erskine, OD, USA	Maj. W. L. Plank, QMC, USA
Lt. W. X. Fay, CE, USA	Capt. J. M. Poorman, QMC, USA
Lt. W. D. Feagin, CWS, USA	Capt. W. M. Porosky, QMC, USA
Maj. J. W. Ferguson, AC, USA	Capt. A. R. Savage, QMC, USA
Lt. L. R. Ficklin, QMC, USA	Capt. R. A. Schmidt, OD, USA
Lt. J. R. Finton, AC, USA	Capt. W. F. Schwerin, CE, USA
Capt. D. L. Fiske, OD, USA	Capt. M. E. Scott, QMC, USA
Capt. J. C. Fitzpatrick, MC, USA	Capt. C. A. Shreeve, QMC, USA
Capt. W. C. Forbes, SnC, USA	Lt. Thomas Sime, Jr., AC, USA
Lt. S. H. Franklin, SC, USA	Capt. R. B. Sledge, AC, USA
Lt. H. H. Frederikson, QMC, USA	Lt. S. B. Sovatkin, SnC, USA
Maj. H. E. George, CE, USA	Maj. H. W. Spange, CE, USA
Capt. F. M. Gould, CWS, USA	Lt. S. S. Spyra, QMC, USA
Lt. L. M. Griffin, AC, USA	Maj. H. J. Stang, OD, USA
Capt. Chester Hammond, JAGD, USA	Capt. R. C. Tenney, OD, USA
Capt. Bob Hancock, OD, USA	Capt. R. A. Thompson, CE, USA
Lt. C. F. Henkels, AC, USA	Lt. J. L. Tomasik, QMC, USA
Lt. O. O. Hess, QMC, USA	Lt. R. M. Van Valkenburgh, OD, USA
Capt. W. G. Hummell, OD, USA	Lt. N. B. Waldron, QMC, USA
Capt. G. R. Johnson, OD, USA	Capt. R. T. Walton, QMC, USA
Lt. I. A. Johnson, QMC, USA	Lt. I. D. Weed, AC, USA
Capt. F. D. Jones, Jr., MC, USA	Lt. R. W. Whitson, QMC, USA
Lt. R. W. Kibbee, QMC, USA	Lt. A. H. Williams, CWS, USA
Capt. J. D. Kitchen, FD, USA	

GRADUATING CLASS JANUARY-JUNE 1946

Commander W. W. Agnew, USN	Commander C. L. Labonte, USN
Lt. Col. J. E. Babcock, CWS, USA	Col. A. L. Lane, CE, USA
Maj. D. M. Bachelor, OD, USA	Maj. L. B. Loggins, AC, USA
Commander H. R. Badger, USN	Col. J. B. Lovless, Inf, USA
Col. R. M. Barton, QMC, USA	Lt. Col. J. T. Malloy, Inf, USA
Lt. Col. W. H. Bassett, Jr., OD, USA	Col. T. F. McCarthy, Inf, USA
Capt. T. J. Bay, USN	Col. W. L. McCulla, OD, USA
Lt. Col. E. G. Beggs, QMC, USA	Col. Thomas McGregor, GSC (FA), USA
Maj. H. B. Benedict, OD, USA	Col. R. D. McLeod, Jr., CWS, USA
Lt. Col. E. J. Bennett, Jr., AC, USA	Maj. C. B. McMath, Jr., Inf, USA
Lt. Col. R. S. Bower, IGD (AC), USA	Lt. Col. D. A. McPheron, Inf, USA
Lt. Col. C. E. Brooks, AC, USA	Lt. Col. C. M. Merriman, CE, USA
Col. A. S. Buyers, OD, USA	Col. Andrew Meulenberg, AC, USA
Col. R. T. Chaplin, CAC, USA	Col. A. E. Mickelsen, SC, USA
Maj. S. M. Clawson, SC, USA	Maj. B. O. Montgomery, OD, USA
Capt. C. W. Coryell, USN	Lt. Col. H. M. Moran, AC, USA
Capt. M. K. Cureton, USN	Col. P. B. Nelson, CAC, USA
Maj. E. W. Delu, OD, USA	Commander W. M. Porter, USN
Capt. M. M. Dupre, USN	Lt. Col. T. DeW. Reed, AC, USA
Col. Harold Engerud, Cav, USA	Col. Samuel Roth, Inf, USA
Maj. W. A. Eadie, Jr., OD, USA	Col. J. D. Rutledge, Jr., AC, USA
Col. J. H. Featherston, CAC, USA	Lt. Col. H. A. Sachaklian, AC, USA
Lt. Col. E. P. Flynn, SC, USA	Commander W. A. Saunders, USN
Commander Ormond Freile, USN	Lt. Col. M. B. Schwab, TC, USA
Maj. A. P. Fulton, TC, USA	Capt. H. H. Sherborne, AC, USA
Capt. F. R. Furth, USN	Lt. Comdr. G. N. Smull, USN
Lt. Col. W. H. Gaeckle, SC, USA	Lt. Col. W. R. Stark, AC, USA
Lt. Col. A. C. Gilliam, QMC, USA	Col. P. W. Steinbeck, FA, USA
Lt. Col. W. R. Godard, AC, USA	Lt. Col. S. N. Storbratten, SC, USA
Capt. N. W. Gokey, USN	Col. J. H. Strother, USMC
Lt. Col. F. P. Greer, Inf, USA	Capt. G. D. Styer, Cav, USA
Capt. G. K. Gregg, QMC, USA	Lt. Col. L. M. Taylor, AC, USA
Col. H. P. Hennessy, CAC, USA	Col. C. F. Tischbein, CAC, USA
Lt. Comdr. L. G. Honey, USN	Capt. R. B. Tompkins, USN
Col. J. L. Horner, Jr., QMC, USA	Maj. R. I. Ulans, SC, USA
Col. J. H. Howe, Inf, USA	Maj. R. R. Upton, QMC, USA
Lt. Col. J. J. Imhoff, IGD, USA	Col. J. S. Walker, OD, USA
Lt. Col. D. C. Jackson, Jr., OD, USA	Col. J. VanO. Weaver, AC, USA
Lt. Comdr. J. E. Kahelin, USN	Lt. Col. F. C. Whiting, AC, USA
Capt. C. V. S. Knox, USN	Capt. J. M. P. Wright, USN
Lt. Col. W. D. Koch, OD, USA	

GRADUATING CLASS

SEPTEMBER 1946 TO JUNE 1947

Col. E. W. Aldrup, OD, USA	Maj. F. J. Higgins, AC, USA
Col. I. B. Anderson, AC, USA	Col. H. J. Hoeffer, CE, USA
Col. J. G. Anding, FA, USA	Col. R. P. Hollis, QMC, USA
Lt. Col. H. E. Bartlett, AC, USA	Col. R. A. Howard, Jr., QMC, USA
Lt. Col. J. H. Batte, Cml C, USA	Col. A. L. Inman, AC, USA
Lt. Col. R. L. Black, Ph C, USA	Lt. Col. T. H. James, Cml C, USA
Lt. Col. D. D. Bode, Cml C, USA	Lt. Col. A. M. Johnson, OD, USA
Lt. Col. J. M. Bradley, Jr., OD, USA	Col. G. E. Keeler, Jr., AC, USA
Capt. J. W. C. Brand (AEDO), USN	Lt. Col. R. R. Kelley, MC, USA
Commander E. G. Campbell, USN	Col. H. J. Kieling, AC, USA
Lt. Col. W. R. Carter, AC, USA	Maj. E. C. Kimball, USMC
Commander W. E. Cates (SC), USN	Lt. Col. A. C. Knight, OD, USA
Commander J. M. Clement, USN	Col. F. W. Kunesh, SC, USA
Lt. Col. J. W. Clow, TC, USA	Commander Louis Lefelar, Jr., USN
Lt. Col. F. C. Cook, Inf, USA	Maj. B. R. Lewis, OD, USA
Lt. Col. R. L. Cook, Inf, USA	Commander W. S. MacLeod (EDO), USN
Col. J. B. Daugherty, QMC, USA	Col. J. E. Mallory, AC, USA
Maj. E. S. Davis, OD, USA	Capt. W. J. Marshall, USN
Col. M. M. Dawson, CE, USA	Col. Clyde Massey, QMC, USA
Lt. Col. N. I. Decker, Cml C, USA	Col. J. L. Massey, OD, USA
Lt. Col. M. L. Driscoll, OD, USA	Maj. J. J. McCormick, AC, USA
Col. R. W. Dyer, AC, USA	Col. T. A. McCrary, Inf, USA
Col. R. L. Easton, AC, USA	Maj. J. E. McHugh, Cml C, USA
Col. G. S. Eckhardt, FA, USA	Commander W. V. McKaig, USN
Col. G. E. Elliott, OD, USA	Lt. Col. J. T. McKee, QMC, USA
Capt. W. L. Engelman (MC), USN	Col. S. L. Myers, Cav, USA
Commander H. R. Fahlbusch (SC), USN	Capt. J. H. Newsome, USN
Lt. Comdr. D. E. Fairchild (EDO), USN	Lt. Col. A. N. Niemi, SC, USA
Lt. Comdr. H. C. Flatau (AEDO), USN	Col. J. G. Ondrick, Inf, USA
Col. L. S. Fulwider, AC, USA	Col. D. R. Ostrander, AC, USA
Capt. G. O. Gjoerloft (AVH), USN	Capt. G. B. Parks, USN
Commander C. C. Gold (AVH), USN	Col. W. E. Pheris, QMC, USA
Capt. A. M. Granum, USN	Commander F. T. Pritchard, (CEC) USN
Commander W. T. Greenhalgh (SC), USN	Col. H. W. Quinn, TC, USA
Col. R. R. Greiner, AC, USA	Commander G. C. Rader (DC), USN
Lt. Col. S. A. Hall, OD, USA	Col. C. E. Rankin, AC, USA
Lt. Col. J. A. Hampton, AC, USA	Maj. J. M. Richardson, OD, USA
Lt. Comdr. R. A. Helsel (SC), USN	Col. B. L. Riggs, AC, USA
Lt. Col. B. E. Henderson, TC, USA	Capt. W. A. Riley, USN
Lt. Col. J. M. Henderson, Jr., OD, USA	Col. M. S. Savage, AC, USA

Commander E. K. Scofield (SC), USN
Commander G. C. Shepherd, Jr. (EDO), USN
Lt. Comdr. H. M. Sisk (AVH), USN
Col. L. L. Skinner, QMC, USA
Maj. P. M. Spahr, AC, USA
Col. J. F. Stamm, USMC
Col. W. E. Steele, AC, USA
Lt. Col. R. L. Temple, AC, USA

Commander H. L. Thompson, Jr., USN
Col. O. W. van den Berg, CE, USA
Col. H. E. Watson, AC, USA
Col. G. L. Wilson, Jr., AC, USA
Col. R. F. Wiseheart, AC, USA
Col. W. H. Wood, Cav, USA
Lt. Col. D. D. Zager, CE, USA
Lt. Col. F. J. Zeller, CAC, USA

GRADUATING CLASS SEPTEMBER 1947 TO JUNE 1948

Col. S. W. Ackerman, TC, USA	Col. W. J. Eyerly, FA, USA
Lt. Col. C. K. Allen, OD, USA	Lt. Col. F. R. Fee, USAF
Col. Webster Anderson, QMC, USA	Col. R. F. Fulton, USAF
Lt. Col. J. L. Armstrong, USAF	Commander H. T. Gannon (MC), USN
Col. W. L. Bayer, SC, USA	Lt. Col. E. J. Gibson, OD, USA
Lt. Col. R. A. Beard, Jr., USMC	Lt. Col. C. L. Gilbert, MSC, USA
Lt. Col. S. R. Beyma, OD, USA	Col. J. R. Gilchrist, FD, USA
Col. C. V. Bromley, Cav, USA	Capt. W. E. Gladding, USN
Capt. H. B. Brumbaugh, USN	Col. L. J. Greeley, Cml C, USA
Lt. Col. C. M. Bryan, USAF	Col. G. A. Harvey, QMC, USA
Col. C. W. Bunch, USAF	Col. M. L. Haskin, USAF
Lt. Col. J. O. Butcher, USMC	Col. M. F. Hass, Inf, USA
Lt. Col. T. M. Carow, MC, USA	Col. A. N. Hickey, JAGD, USA
Lt. Col. J. W. Cave, OD, USA	Col. J. W. Holsinger, FA, USA
Capt. M. M. Cloukey (AEDO), USN	Col. B. A. Holtzworth, FA, USA
Col. T. J. Cody, SC, USA	Lt. Col. G. B. Hooker, Jr., USAF
Col. F. J. Corr, USAF	Lt. Col. H. D. Hoskins, Jr., CE, USA
Col. L. E. Cotulla, QMC, USA	Col. J. D. Howe, USAF
Col. R. H. Curtis, USAF	Commander G. K. Hudson, USN
Lt. Col. R. R. Danek, Cml C, USA	Col. L. H. Hunt, USAF
Commander B. E. Day (AVH), USN	Col. G. E. Isaacs, AGD, USA
Col. A. B. Denniston, QMC, USA	Capt. T. D. Jacobs, USN
Commander W. M. Drane (AVH), USN	Capt. R. E. Jasperson, USN
Lt. Col. C. F. Dreyer, TC, USA	Commander R. E. Jensen (CEC), USN
Capt. G. J. Dufek (AVH), USN	Col. Howard Ker, CE, USA
Lt. Col. C. B. Duff, CAC, USA	Lt. Col. E. H. Kibler, Jr., OD, USA
Capt. Malen Durski, USN	Lt. Col. D. A. King, TC, USA
Lt. Col. J. R. Dyer, USAF	Maj. M. R. King, USAF
Lt. Col. F. L. Elder, Inf, USA	Lt. Col. R. R. Klanderman, OD, USA
Col. I. K. Evans, QMC, USA	Capt. L. J. Knight, Jr. (EDO), USN
Lt. Col. R. T. Evans, Jr., QMC, USA	Col. L. B. Kuhre, CE, USA

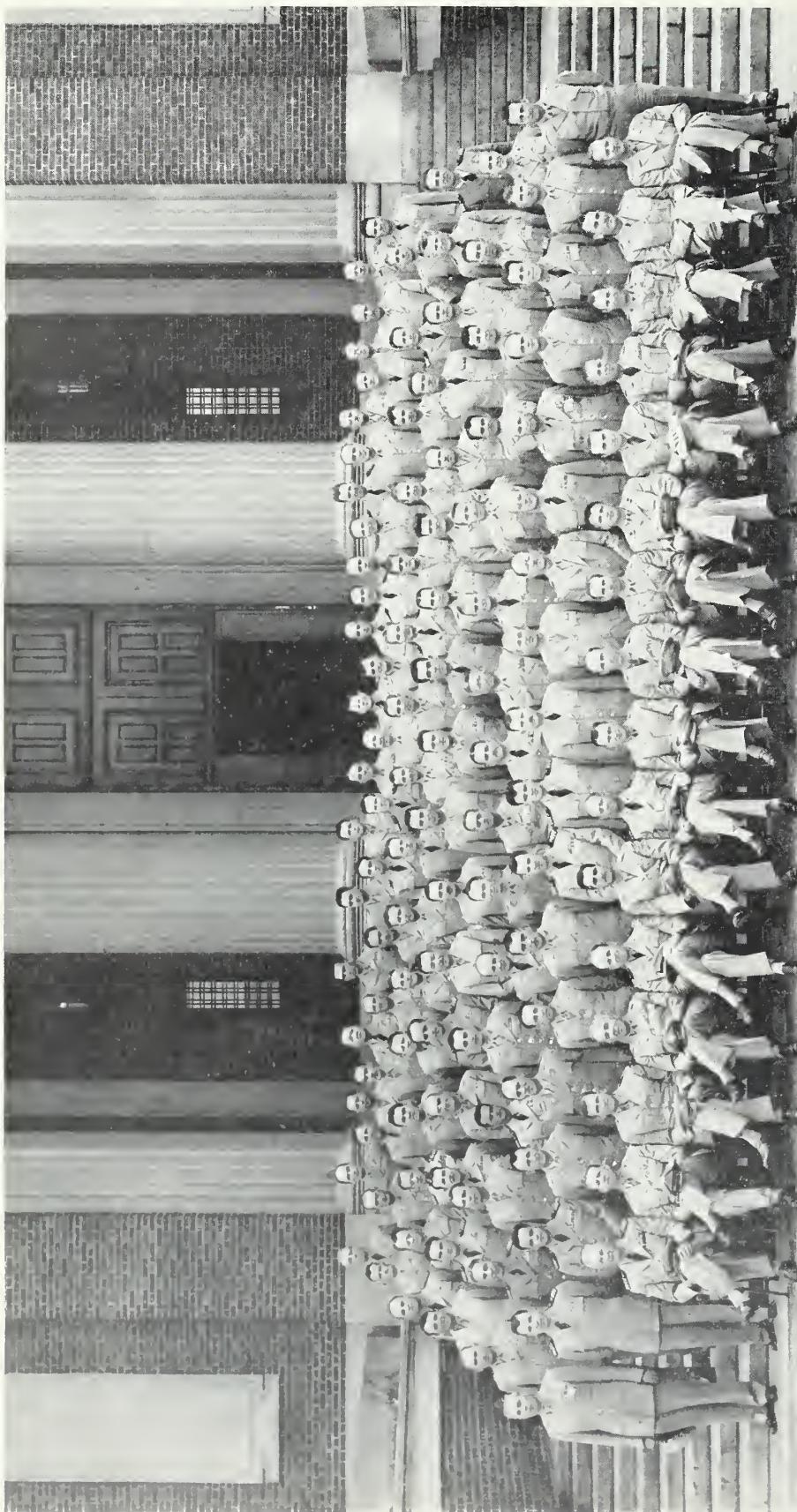
Lt. Col. George Kumpe, CE, USA	Col. S. O. L. Robinson, Inf, USA
Col. E. C. R. Lasher, TC, USA	Col. Russell Scott, USAF
Lt. Col. J. E. Leary, Inf, USA	Col. J. F. R. Seitz, Inf, USA
Commander J. Y. Lichtenwalner (AEDO), USN	Col. C. R. Smith, CE, USA
Col. Hugh Mackintosh, QMC, USA	Col. W. D. Stenhouse, USAF
Commander L. W. Mather (AVH), USN	Commander W. C. Taylor (EDO), USN
Col. George McCoy, Jr., USAF	Col. L. N. Tindal, USAF
Lt. Col. A. A. McCrary, SC, USA	Col. J. E. Totten, USAF
Lt. Col. A. W. Meetze, Cml C, USA	Col. M. M. Towner, USAF
Capt. K. R. Miller (SC), USN	Lt. Col. M. L. Tribe, QMC, USA
Commander L. H. Miller (AVH), USN	Col. F. F. Uhrhane, SC, USA
Lt. Col. F. W. Moorman, SC, USA	Commander C. J. Van Donge (SC), USN
Commander M. R. Mowry (SC), USN	Col. A. G. Viney, CE, USA
Lt. Col. G. F. Moynahan, Jr., SC, USA	Col. H. R. Volin, USAF
Col. C. L. Munroe, Jr., USAF	Lt. Col. C. C. Wagner, QMC, USA
Lt. Col. H. B. Nelson, MSC, USA	Lt. Col. J. H. Weber, OD, USA
Col. H. E. Nelson, QMC, USA	Col. T. C. Wenzlaff, QMC, USA
Col. W. H. Nutter, Cav, USA	Lt. Col. C. P. West, OD, USA
Col. B. R. Nyquist, USAF	Lt. Col. W. N. Wildrick, USAF
Col. E. J. O'Neill, Inf, USA	Lt. Col. M. R. Williams, USAF
Col. J. A. Ostrand, Jr., CE, USA	Maj. T. C. Williams, Cml C, USA
Commander C. F. Palmer (SC), USN	Lt. Col. A. M. Willing, QMC, USA
Col. W. P. Pence, SC, USA	Lt. Col. L. R. Wirak, CE, USA
Commander R. I. Phillips (DC), USN	Col. M. D. Wilson, USAF
Commander C. E. Pond, USN	Col. G. J. Zimmerman, CE, USA
Col. L. A. Riggins, Inf, USA	Col. S. J. Zoller, USAF

STUDENTS 1948-49

Capt. C. C. Anderson, USN	Col. R. G. Butler, Jr., OD, USA
Col. V. L. Anderson, USAF	Col. E. F. Cardwell, CAC, USA
Col. J. W. Andrew, USAF	Commander A. J. Carlson (SC), USN
Col. R. A. Baker, Inf, USA	Commander R. W. Carter (SC), USN
Commander R. E. Ball (EDO), USN	Maj. R. A. Cliffe, TC, USA
Lt. Col. W. P. Berkeley, USAF	Col. R. R. Conner, USAF
Commander S. W. Betts (AEDO), USN	Lt. Col. A. C. Cox, USAF
Col. P. S. Blair, USAF	Col. F. G. Crabb, Jr., OD, USA
Lt. Col. C. H. Blumenfeld, CAC, USA	Commander N. W. Curtin (SC), USN
Col. H. A. Boushey, USAF	Commander E. W. Davis (AVH), USN
Lt. Col. E. E. Brackett, Jr., USMC	Lt. Col. A. E. Dennis, QMC, USA
Lt. Col. I. L. Brenneman, TC, USA	Lt. Col. J. N. Dick, USAF
Col. W. C. D. Bridges, CE, USA	Col. W. T. Douglas, USAF
Col. M. G. Brown, USMC	Col. R. A. Elliott, Jr., USAF
Lt. Col. F. G. Bryan, OD, USA	Lt. Col. Hugh Everett, Jr., QMC, USA

Col. M. G. Ferguson, Jr., USAF
Capt. W. O. Floyd, USN
Col. B. C. Fowlkes, Jr., CE, USA
Col. L. W. Fulton, USAF
Col. G. E. Galloway, CE, USA
Col. G. E. Gayler (MC), USN
Lt. Col. S. M. Gilman, QMC, USA
Commander D. C. Goodman (AVH), USN
Col. D. P. Graul, USAF
Lt. Col. G. R. Gretser, FD, USA
Lt. Col. D. M. Hamilton, USAF
Col. C. C. Harris, Jr., USAF
Col. M. D. Harris, SC, USA
Lt. Col. O. C. Harvey, QMC, USA
Lt. Col. A. M. Haynes, JAGD, USA
Col. L. T. Heath, FA, USA
Lt. Col. R. H. Henderson, USAF
Lt. Col. C. J. Herrick, Inf, USA
Col. A. G. Hewitt, USAF
Lt. Col. J. O. Holmes, USMC
Col. LeRoy Hudson, USAF
Capt. J. L. Hull, USN
Col. R. W. Humphreys, USAF
Col. C. R. Hutchinson, FA, USA
Commander R. G. Jack (AVH), USN
Lt. Col. V. R. Johnson, TC, USA
Col. J. G. Jones, MC, USA
Col. C. E. Jost, USAF
Col. C. E. Jung, USAF
Maj. W. E. Kaley, SC, USA
Col. E. A. Kenny, SC, USA
Col. G. F. Kinzie, USAF
Col. L. P. Kleinoeder, USAF
Lt. Col. E. H. Larecy, QMC, USA
Lt. Col. R. J. Laux, QMC, USA
Maj. J. C. Light, OD, USA
Commander W. W. Lippold (DC), USN
Capt. F. K. Loomis, USN
Lt. Col. T. H. McKenzie, SC, USA
Capt. J. B. McLean, USN
Col. J. A. McNerney, OD, USA
Lt. Col. A. W. Manlove, OD, USA
Col. W. B. Mann, USAF

Col. H. T. Marshall, MC, USA
Lt. Col. N. M. Martin, CE, USA
Lt. Col. G. C. Masters, OD, USA
Col. N. A. Matthias, CE, USA
Commander S. L. Mead (AVH), USN
Lt. Col. I. S. Morris, TC, USA
Col. J. A. Morris, USAF
Lt. Col. J. N. Nahas, SC, USA
Commander C. H. Neel (CEC), USN
Lt. Col. T. A. O'Neill, Inf, USA
Lt. Col. W. V. Owen, TC, USA
Col. R. B. Oxrieder, CE, USA
Lt. Col. T. R. Parmerlee, TC, USA
Lt. Col. E. D. Payne, OD, USA
Col. F. X. Purcell, Jr., USAF
Col. G. C. Reinhardt, CE, USA
Capt. J. M. Robinson, USN
Commander A. K. Romberg (EDO), USN
Col. J. P. Ryan, USAF
Lt. Col. O. T. Saar, SC, USA
Commander W. J. Salmon (SC), USN
Col. R. L. Scott, USAF
Col. T. W. Scott, USAF
Lt. Col. G. W. Seaward, FA, USA
Col. B. A. Shaw, USAF
Lt. Col. L. H. Shirley, QMC, USA
Lt. Col. S. F. Silver, QMC, USA
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Lt. Col. W. E. R. Sullivan, Cml C, USA
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Col. C. W. Van Way, Jr., Inf, USA
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Lt. Col. Harold Walmsley, Cml C, USA
Col. L. F. Wells, Jr., Inf, USA
Commander M. W. White (AVH), USN
Lt. Col. J. E. Willis, SC, USA
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Lt. Col. Moss Yater, USAF
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Students, Class of 1948-49

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The Industrial College of the Armed Forces is reconstituted as a joint educational institution operating under the direction of the Joint Chiefs of Staff. This institution is recognized as being on the highest level in the educational field within the National Military Establishment.

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The mission of the Industrial College of the Armed Forces is—

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(1) Conducting a course of study in all phases of our national economy and interrelating the economic factors with political, military, and psychological factors.

(2) Conducting a course of study in all aspects of joint logistic planning and the interrelation of this planning to joint strategic planning and to the national policy planning.

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b. There will be two Deputy Commandants of flag or general officer rank, one appointed from each service other than that of the Commandant.

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